

AUGUST 15, 1931

AUG 17 1931

The Weekly Magazine for
MARKETING EXECUTIVES

SALES

management

**How Paris garters are
rebuilding a price-shot
market**

**Performance reports—
the backbone of Johns-
Manville selling . . .**

**Bates offers retailers
unique new bedspread
package**

TWENTY CENTS

RESULTS COUNT!

When the advertising agency, advertiser and retail merchant are enthusiastic about a window display it ought to produce good results. For over twenty-five years EINSON-FREEMAN CO., Inc., has been specializing in sales-producing window and counter displays.

quoted

"The Noxzema Chemical Company are enthusiastic about the job. We also are very well satisfied with it, and I want you to know that we appreciate very much the hard work and the conscientious effort you put into this job."

R. J. Sullivan
RUTHRAUFF & RYAN, Inc., Advertising.

quoted

"The new Noxzema Sunburn Display, already fairly well distributed, is receiving a great deal of favorable comment from both consumer and trade and should do an exceptional selling job for us—it's a 'peach.'"

"In my opinion, which I feel confident is that of the entire organization, it is beyond a doubt the most striking display Noxzema has ever put out, if indeed it is not the best Sunburn display of the season."

S. M. Davis
Sales Manager,

NOXZEMA CHEMICAL CO., Baltimore, Md.



EINSON-FREEMAN CO., INC.
LITHOGRAPHERS

Offices and Manufacturing Plant
Starr and Borden Avenues
LONG ISLAND CITY—NEW YORK
New England Office—302 Park Square Bldg.,
Boston, Mass. Western Office—Wrigley Bldg.,
Chicago, Ill.



Inventors and manufacturers of
the Einson-Freeman Patented
Double Tier Container
Licensee for Canada—Somerville
Paper Boxes, Ltd., London,
Ontario, Canada.

While You Are Waiting for MAGAZINE COSTS to Come DOWN

COMPARE With Any Other Magazine

HOW MUCH?

Liberty averaged 2,401,416 weekly circulation for 1930, 2,501,130 for the first quarter of 1931.

WHO?

Liberty is deliberately edited for both men and women. It is read by 2,750,000 men and 3,009,000 women. Result records have been broken for men's and women's products alike.

80% of all Liberty families above \$2,000 income class. 65.8% U.S. average.

52% own homes
37% U. S. average*
84% have telephones
39% U. S. average
58% have radios
46% U. S. average
50% have vacuum cleaners
37% U. S. average
34% have electric washers
29% U. S. average
15% have mechanical refrigerators
8% U. S. average

*In cities covered by Starch Survey

WHERE?

Liberty concentrates three-quarters of its circulation in cities over 25,000 population. Liberty places more circulation here (where three-quarters of all retail business is done) than any other magazine.

HOW READ?

Liberty is wanted enough by its readers, that 99% of them buy voluntarily week after week. No expensive subscription crews are necessary to sign up readers 6 months or a year or two in advance. 99% single copy circulation is 99% guaranteed-to-be-read circulation.

Then, instead of burying 90% of its advertisements after the start of the last story, Liberty alternates advertisements and story leads throughout the book. Surveys show this nearly doubles readers-per-advertisement.

THE YARDSTICK OF CIRCULATION QUALITY

IT is true that magazine costs, on the average, have decreased but a fraction of a per cent while commodity prices have dropped 30 per cent.

But many publishers have met the situation by increasing the physical value of their magazines. They feel, and perhaps rightly, that conditions for them are already adjusted.

In the Meantime, You Must Make Sales

With appropriations being put on a Post-Depression basis, the problem of increasing dollar coverage becomes acute. For such appropriations Liberty now offers one answer.

Liberty's cost, unlike that of any other magazine, has dropped 35 per cent during the past five years.

And now, like many other magazines, Liberty offers a vastly improved physical property.

Over a Quarter Million More for Better Paper and Editorial Contents

Since Liberty became a Macfadden magazine in April, paper stock improved on two separate occasions. Just closed, now, is a new paper contract, the largest quality paper order ever placed by a single magazine, to take effect beginning January, 1932. This involves an expense of \$160,000 more a year.

In addition, editorial, art and manuscript activities—already successful in building the most-asked-for magazine in America—are being stepped up to the tune of \$100,000 more a year.

What Your 1931-32 Dollar Buys:

Liberty 565 families
Average of 3 Other Weeklies . . . 377 families
Average of 2 Monthlies 391 families
Average of 6 Women's
Magazines 285 families

Think what Liberty's new management throws open to Post-Depression appropriations now:

50 per cent more coverage than in other Weeklies
45 per cent more coverage than in Monthlies
98 per cent more coverage than in Women's Magazines

What Do They Think of It?

Within 60 days of Liberty's purchase announcement carrying the assurance of an improved book plus continued low rates, 92 advertisers and 58 agencies had sent in \$1,521,677 worth of new orders.

A gesture of good will, perhaps, but more likely a reflection of hard pressed appropriations suddenly faced with an opportunity to do 50% to 100% better than elsewhere.

One of them says: "Liberty is giving Advertising a chance to get on the job for Business—now."

Write without obligation for booklet: "To every man with \$1 to spend in advertising." Liberty Magazine, 2708 Graybar Building, New York City.

AMONG ADVERTISERS NOW APPEARING IN LIBERTY

American Safety Razor Corp.	Ethyl Gasoline Corp.	Northwestern Yeast Co.
American Tel. & Tel. Co.	Florida Citrus Exchange	Norwich Pharmacal Co.
American Tobacco Co.	General Motors Corp.	Parker Pen Co.
Axton-Fisher Tobacco Co.	Gillette Safety Razor Co.	Pepsodent Co.
B. V. D. Co.	Alexander Hamilton Institute	Pompeian Co., Inc.
Barbasol Co.	Hewes & Potter	R. C. A.-Victor Corp.
Bauer & Black	Hinze Ambrosia, Inc.	R. J. Reynolds Tobacco Co.
Beech-Nut Packing Co.	Chas. E. Hires Co.	Sinclair Refining Co.
Borden Co.	Houbigant, Inc.	A. G. Spalding & Bros.
Bristol Myers Co.	Indian Refining Co.	Stanco, Inc.
Brown & Williamson Tobacco Co.	International Mercantile Marine	A. Stein & Co.
Chesebrough Mfg. Co.	Jantzen Knitting Mills	Texas Co.
Chi., Mil., St. Paul & Pac. R.R.	Johnson & Johnson	Vapo Cresolene Co.
Chrysler Motors Corp.	Kellogg Co.	Veldown Company, Inc.
Cluett-Peabody & Co.	Kolynos Co.	Wander Co.
Coca-Cola Co.	Kress & Owen Co.	G. Washington Coffee Co.
Columbia Pictures Corp.	Lambert Pharmacal Co.	L. E. Waterman Co.
Crosley Radio Corp.	Larus & Bros. Co.	R. L. Watkins Co.
R. B. Davis Co.	Lever Bros. Co.	Western Clock Co.
Jos. T. Dixon Crucible Co.	Mennen Co.	W. F. Young Co.
Encyclopædia Britannica, Inc.	Philip Morris & Co.	Zonite Products Corp.

Liberty . . . a weekly for the whole family
PRICED FOR POST-DEPRESSION

What Is Worrying You?



- ☐ How to reduce distribution costs and make more profit.
- ☐ How to maintain closer sales contacts without establishing branch houses and increasing overhead expense.
- ☐ How to meet competition which gives price concessions and offers better, quicker delivery of merchandise.

TO MAKE MONEY these days, manufacturers must successfully maintain closer contacts with their retail trade. Dealers everywhere have been forced to hold store stocks to a minimum, relying on prompt delivery from the manufacturer's organization to supply needed goods. If the manufacturer can't deliver . . . the business goes to a competitor.

The manufacturers who are most successfully weathering the depression are those who distribute their goods efficiently and economically through public merchandise warehouses. They give their trade immediate delivery from strategically placed spot stocks. Their costs are kept in line with their volume of business: when sales are off, costs drop.

Yet these manufacturers have no problems of maintaining a branch house system . . . of cutting down the force, reducing wages. They pay on a "piece work" basis for the storage and delivery of their merchandise. It costs a great deal less than distribution through branch houses—and it eliminates the risk of branch house operations.

✓ WRITE FOR FREE BOOK
Full details of the AWA Plan of Distribution are described in our 32-page booklet: "Increasing Your Sales through the Use of AWA Warehouses". Have your secretary write today for your copy.



**AMERICAN
WAREHOUSEMEN'S
ASSOCIATION**

1920 Adams-Franklin Bldg., Chicago, Ill.

Survey of Surveys

BY WALTER MANN

Price Waterhouse Radio Survey No. 2

Godfathered by John Benson, president of the Four A's; Roy S. Durstine, vice-president and general manager of Batten, Barton, Durstine & Osborn, Inc.; John U. Reber, vice-president of J. Walter Thompson Company, Inc.; Charles F. Gannon, director of radio, Erwin, Wasey & Company, Inc.; Lloyd Maxwell, president, Williams & Cunningham, Inc., and Leonard T. Bush, in charge of media for The Blackman Company—methodized by Robert Riegel, Ph.D.,



Blank-Stoller, Inc.
Walter Mann

director of the Bureau of Business and Social Research of the University of Buffalo; by Robert F. Elder, M.A., assistant professor of marketing of the Massachusetts Institute of Technology; and by Herman S. Hettinger, M.A., of the Wharton School of Finance and Commerce of the University of Pennsylvania; and done by Price, Waterhouse & Company, C.P.A.'s of great renown, it is generally agreed that this study was born with a gold (not a mere silver) spoon in its mouth. Is it any great surprise, then, that it should be put up in separate boxes, wrapped in glassine paper and done in gold and silver and white board covers which seem somehow to accentuate even its basic magnificence!

Two hundred and twenty-eight thousand names were taken from the telephone books of sixty-nine out of seventy* cities in which the Columbia Broadcasting System has radio stations. To 227,321 of these were mailed double government postcards; 171,597 more were sent to 273 smaller cities and towns at varying distances from these cities (instead of sixty-nine only as in the first P. W. Survey) wherever telephone directories were available. Presumably they were sent to rural telephone subscribers as well as to those in the cities and towns. At any rate, a total of nearly 400,000 were sent out in quantities of 500 to 30,000 depending on the size of the city in proportion to the surrounding population.

On these cards were two questions: (1) "What radio station do you listen most?" "Its call letters are . . ." and (2) "What other station or stations do you listen to regularly?" Responses were made to the "Radio Research Bureau" to insure anonymity.

After over 10,000 "undesirables" had been subtracted, there remained a total mailing of 218,951 (in sixty-nine cities) and 168,920 in outlying places from which there were received 35,741 and 29,325 re-

*Knoxville, Tennessee, has since been added to the network.

sponses respectively, a total of nearly 65,000 replies! (Note the larger percentage of responses from the outlying cities and towns.)

First among the tables (following a long and convincing description of method outlining the similarities and differences between the first and the second Price Waterhouse survey) is: (1) a statement of the 1930 census population for each of the sixty-nine cities; (2) the number of cards sent to each city and outlying area; (3) the number and percentage of cards received both from the cities and from the outlying areas.

Section II. Next we find a station-by-station ranking of the expressed preference for the Columbia Broadcasting Station vs. the Red (N.B.C.) network in the sixty-nine cities in which the Columbia stations are located. In another column is given the population of that city and in still a third column is given the percentage of total local responders who listen to the Columbia station. From this it is easy to see the exact qualitative standing of Columbia vs. the Red network in these cities. The number of firsts and seconds is just about the same. The percentage of all responding listeners, given city by city, range from a high of 94.8 per cent in Providence, Rhode Island, to a low of 42.7 per cent in Harrisburg, Pennsylvania. Columbia's percentage of listeners in practically all larger cities is consistently high.

Criticized last year, because they claimed leadership in terms of cities rather than in terms of cities of given populations, the compiler this year included the populations of each city, totaled the populations of the cities in which Columbia was first (16,931,572), then subtracted the populations of these cities in which Red network stations came in first (3,138,900), and plays up the fact that Columbia wins in the ten largest cities in the United States by a population surplus of 13,792,664! A similar compilation for the twenty-one "basic cities" of the Columbia network shows a population differential in favor of Columbia of 12,415,070. In the entire sixty-nine cities studied, Columbia's "plus" was 9,805,352.

While Columbia is to be congratulated on its effort to avoid last year's generalities, S.O.S. still finds the significance of a population differential to be a little obscure. If all the population of each city were radio listeners, and if the percentage of total listenership was constant from city to city instead of being decidedly variable, or if the samples taken constituted a true cross section of the radio listeners in that city, total population figures might have been soundly used as a basis of comparison. As it is, however, S.O.S. is a little at a loss as to their meaning. They show, of course, a certain aspect of leadership for the Columbia Broadcasting System, which the earlier criticized method did not show, but this relationship would certainly not be as valuable a comparison as if a direct proportion of estimated listeners to the station had been worked out.

(Continued on page 258)

What's New

¶ Having recognized the fact that industry now stands at the point where the price spree has run its limits and manufacturers must begin to get back to selling on a quality basis, A. Stein & Company of Chicago have embarked on a new sales plan which is already proving its soundness in restoring markets demoralized in the price rush. Page 234.

¶ Unusually strong as a sales aid are the performance reports used by Johns-Manville in selling both industrial and other prospects. How these reports are prepared and what they contain is told in an article on page 236.

¶ S. Klein, owner of the largest retail women's wear business in the country, is going hot-foot after the manufacturers who try to bribe his buyers. In an exclusive interview with SALES MANAGEMENT, Mr. Klein explains his stand. Page 248.

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Sales Management

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August 15, 1931

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Sales Letters

BY MAXWELL DROKE

Another Old Idea Makes Good

The Clinton Carpet Company, maker of Ozite rug cushions, is doing a constructive job in urging furniture dealers to go out after business. And I mean that literally, for their current direct-mail campaign is built around the theme of "outside" selling.

A recent illustrated letter asks, "What do your salesmen do in the morning hours? Or on slow days?" They then point out that "The greatest single opportunity for profit in floor coverings today lies in



Maxwell Droke

outside selling! . . . It is often easier to bring the store to the customer, instead of getting the customer to the store!" The Clinton people recommend a period from 9:30 to 12:30 for these outside calls, and tell the merchant exactly how to train his salesmen in order to make profitable residential calls. It isn't a new idea, of course, but we are beginning to learn that many of the old ideas we discarded a few years ago still have a lot of life in them!

Miss Tarbell, I'm Surprised!

Ordinarily I am not disposed to be squeamish in such matters. You will not find me among those deprecating the decadence of our moral standards. But when a maiden lady so famed for militant righteousness as Ida M. Tarbell, using the stationery of the Charity Organization Society of the City of New York, openly addresses a communication as follows (the italics are mine) I think it is time to pause and ponder:

"My dear Miss Blank:—

"If you have a steady job . . . if you and your children can have a vacation far from heat, illness and anxiety . . . will you not share with one of these whose pictures are enclosed?"

To be sure, some of the damsels thus intimately addressed may be Lucy Stoners. And for all I know, some of the others may have made their Mistakes. But someone should point out to Miss Ida that such matters are not discussed openly. And particularly not on the nice engraved stationery of the Charity Organization Society of the City of New York. I am surprised and just a little hurt. What will Mr. Rockefeller think!

Confusing the Foreigners

Few of us realize how many colloquialisms and idioms have worked their way into our language and become accepted commonplaces. No wonder foreigners have a tough time of it trying to make head and tail (another colloquialism!) of our conversation. I had a letter a few days ago from a Frenchman who was kind

enough to say that he had read one of my books with great interest and profit, but would I please tell him what I was talking about on page 147, where I used the expression, "The jig is up." I was on the point of dictating a reply to my French correspondent, explaining that the expression denoted that one had come to the end of his rope, when I suddenly realized that this, in itself, was a colloquialism which would merely add to the confusion!

Time's Successful Dun

Troublesome little accounts are the bane of many a business. Here is a subscription collection letter that *Time*, a news-magazine, has been using so long it certainly must produce results:

"Dear New Subscriber:

"We pay the freight!"

proclaims a large mail-order house to its prospective customers.

"We know you want to pay the enclosed bill promptly—that you like to keep small bills off your desk, and out of the morning's mail.

"So here is the freight—prepaid—in anticipation of your willingness to mail your check today.

(Stamp tipped on here)

"With thanks for your promptness, and your interest in *Time*."

Timely, Personalized Appeal

Again the Davey Tree Expert folks win my commendation for a sound, timely personalized appeal. I quote from a letter dated July 27:

"Trees throughout your section of Indiana are struggling heroically against the effects of an inadequate supply of moisture. And this fight for life in many cases is going to be a losing one unless outside help is given.

"What about your own trees? If you have not been feeding and watering them regularly, thoroughly and religiously—watch out.

"The whole trouble is that the 1930 drought lowered the vitality of trees to an alarming extent. They could not get the water that they needed, and without water the food elements in the soil could not go into solution properly. It was a year of water and food famine for trees. The fact that thousands of trees died is not surprising, nor was it surprising that the surviving trees started out in 1931 in a rather unfavorable condition. . . .

"What can be done about it? . . . Mr. G. E. Morgan, who is in charge of our work in your section, would be glad to inspect your trees without obligation to you. Wouldn't it be a wise precaution to have Mr. Morgan call?"

Hotel Offers Combination Deal

This is the age of combination deals. Drug and grocery stores offer their daily specials of this with that. You can buy a magazine you don't want, one your wife doesn't want and one neither of you wants

—and save \$1.39 on the combination. Most any day now I am looking for the hardware merchants to put out a special of five yards of hemp rope free with every fire-arms sale, just in case the customer changes his mind as to preferred method of extinction.

The hotels have already caught the fever. I have before me a picture post card, showing a lovely view of the American Hotel, St. Louis, and John R. Burton, the manager, makes this irresistible offer:

"Hello! Hello! (says he)

"Vacation time is here!

"Why not come to St. Louis for a day and see the Championship Cardinals play ball, and in the evening the World's Greatest Municipal Opera on our special offer: Choice room, Breakfast, Luncheon, Dinner, and reserved seat for Ball Game or Opera for only \$5.00 per person!"

Real Stuff, Right Off the Boat

The old "letter-from-Paris" merchandising stunt still does valiant duty. One of the best examples I have seen this season comes from the Paris office of I. J. Fox, furrier, who holds forth in New York, on Fifth Avenue, between Thirty-sixth and Thirty-seventh Streets (if this be free publicity, then make the most of it!). The Fox missive is notable in that it not only bears the Paris postmark, but is also inscribed on paper made in France and bears the mark of a French printer. The Managing Editor of SALES MANAGEMENT tells me of a similar communication received last year, bearing a French stamp—and the imprint of a Chicago direct-mail producer!

Ultimate in "Conscious"-ness

So many earnest tradesmen are setting out to make the world cravat-conscious, bath-soap-conscious or smoked-sausage-conscious I often marvel that the poor consumer remains conscious at all. I now have the honor to present to you the absolute ultimate in these "conscious" concoctions: The General Sales Convention of the Building Products, Limited, of Canada, have adopted as their official slogan, "We'll make Canada thick-butt-shingle-and-siding conscious!"

Let us pray!

Merger Cuts Price of Records

LONDON—A twelve and one-half cents reduction in England on a seventy-five-cent record is an immediate result of the merger of the Gramophone Company (Victor) and the Columbia Graphophone Company. While this reduction will be announced in September, it is further rumored that luxury types of Gramophones will be marked down considerably in the near future.

CHICAGO—National Association of Building Owners and Managers has appointed Sutton & Schipper, Inc., New York, as eastern representative for *Skyscraper Management*, its official organ.

Significant Trends

As seen by the editors of Sales Management for the week ending August 15, 1931:

• • • Trade continues to hold its own according to the mercantile agencies, and sentiment, looking forward to the fall season, is still optimistic. In the basic industries there is not much sign of animation.

• • • June consumption of leather—1,573,000 hides—established a record for that period unequaled since January, 1930. The previous June figure was 1,370,000 hides. Of still more significance, perhaps, consumption in June exceeded production by 104,000 hides.

• • • In reading these data indicative of revival in the hide market it is well to bear in mind that a good demand for leather has nearly always been a forerunner of business improvement. In this respect leather is linked with textiles and building construction. With hides and cotton cloth doing well, it cannot be said that *all* signs are unfavorable.

• • • Engineering and construction contracts in July, amounting to \$270,110,000, exceeded those of July, 1930, by more than \$6,000,000. This is the first increase shown in any month of this year.

• • • The average commodity price moved upward slightly last week, the Irving Fisher index number reaching 69.5 compared with 69.3 the week before. At the present level trifling fluctuations in either direction are to be expected.

• • • The cost of living in July was 6.5 per cent less than in December, according to the Bureau of Labor Statistics.

• • • Steel men adhere to their belief that the present extreme dulness in the industry will come to an end after Labor Day, records to the contrary notwithstanding. They expect orders from automobile plants and from industry generally.

• • • United States Steel's unfilled orders at the end of July amounted to 3,404,816 tons, the smallest since October, 1927. The decline from June, 74,507 tons, was about in accordance with estimates.

• • • General Motors July business was better than last year's, continuing the trend begun in June. Sales to consumers—85,054 cars—were up 6 per cent over those of July, 1930; sales to dealers—78,723 cars—were up 11.3 per cent. The decline from June was at about the same ratio in both cases as last year.

• • • Sustained demand for rayon in recent weeks has compelled several large plants to step up production.

• • • Governor William H. Murray, "Alfalfa Bill," has cut Oklahoma's oil production from 600,000 to 125,000 barrels a day by his order shutting down all wells in the state yielding more than twenty-five barrels a day as a step toward \$1 a barrel crude oil. His idea of cutting off excessive production is to cut it off, and even his eastern critics now admit that there is something in it.

• • • A surprisingly large increase in inquiries for experienced road salesmen is reported by the National Council of Traveling Salesmen's Associations. The spokesman of the association says this is the first definite sign it has seen of an awakened and concerted sales initiative on the part of distributors handling a widely assorted range of merchandise.

• • • A new selling plan by which dry goods jobbers would get in their own territories exclusive distribution of producers' merchandise is now going out to manufacturers from the Wholesale Dry Goods Institute. The jobber agrees, as far as feasible, to carry no competitive lines in the same field.

• • • Graham-Paige Motors has adopted a plan by which the company will help its dealers to pay regular salaries to their salesmen, according to C. W. Matheson, general sales manager. The underlying idea is to make it possible for dealers to build up a good staff of salesmen on assured salaries. (A news story on page 246 gives details of the plan.)

• • • A similar plan is now being used with success by some hosiery manufacturers whose jobbers undertake to carry complete stocks, to serve dealers in their territories, and to push for new business—receiving in return a special price.

• • • Three mail-order houses had sales in July of \$327,336,957, 11 per cent less than in July, 1930. Thirty-one chain store companies sold \$915,091,692 worth of goods, a decrease of only 1¼ per cent.

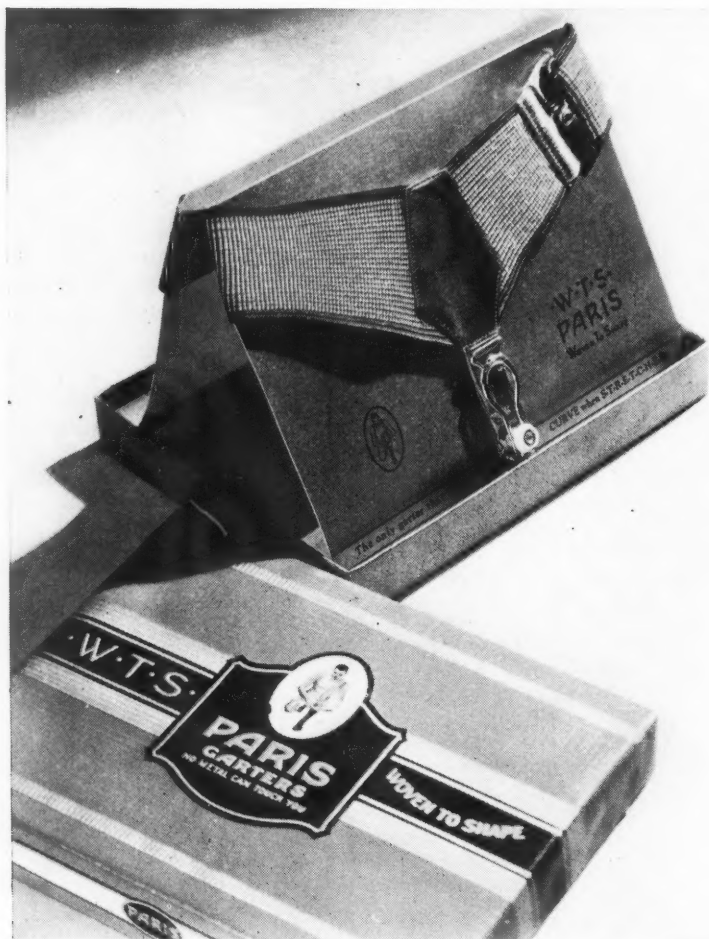
• • • Sears, Roebuck ascribes to improved store management the gain in net earnings which the company reported for the first twenty-eight weeks of this year, despite smaller receipts. Sales were \$184,107,207, nearly 6 per cent less than last year, while net profit, \$5,617,567, was up nearly .8 of 1 per cent.

• • • Radio Corporation of America took in \$47,973,727 in the first six months of this year and made a profit of \$2,638,703. In the same period last year total receipts were \$52,732,079 and profit only \$505,098. But this year costs of sales and expenses were only 84.6 per cent of gross income compared with 91.6 per cent last year.

• • • Newspapers generally deride the appearance of Henry L. Doherty as part-owner and contributing editor of the *Kansas City Journal-Post* to fight for his company, City Service, against the demand of the *Kansas City Star* for lower gas prices and "proper regulation of an unregulated monopoly." Public opinion, the editors think, is not made that way.

• • • Department store sales in July, according to preliminary figures of the Federal Reserve Board, were 8 per cent less than a year ago. The decline from July was slightly more than seasonal.

Rebuilding to Quality Standards after the Price Spree



Goods in many lines have been cheap—and worth just what they cost. Now that the market has hit the bottom in many industries, we right about face to find that our sales problem is one of rebuilding markets on a service and value basis. We must forsake our search for ways of making goods merely cheaper, to find ways for making them worth more. Here's the story of the way one manufacturer is successfully rebuilding his markets for quality merchandise.

BY HERBERT
KERKOW

MANUFACTURERS have for some time been facing a declining price market. Both chains and independent retailers have been stampeded into the belief that one of the best ways to increase volume in times of depression is to cut prices—to cut prices even if quality has to be sacrificed. While it is true that quality has been maintained in some lines, other lines have gone price-crazy to the extent that large quantities of merchandise have been dumped onto the market which are inferior in every way to the standard goods of several years ago.

This shoddy competition has created a most serious problem for the manufacturer of nationally known quality merchandise. While the quality houses have, for the most part, lowered prices in accordance with the drop in costs of raw materials, they naturally are unable to compete with

the cheap lines on a price basis. The public, made vividly price-conscious by the persistent advertising of tobogganing retail prices, sees no further than the price tag. It is lamentably true that the majority of manufacturers and retailers have forgotten how to sell quality—or, at least, they have lost faith in the quality story and have ceased to tell it.

Now, however, we are reaching a turning point. Prices have reached the bottom in many industries, according to many leading authorities on economics. Manufacturers are faced with the problem of creating a rising market again. To do that, they must find new ideas and new products and—most important of all—return to quality standards or continue to wallow in the muck of profitless sales which always characterize a price-depressed market.

Forward-looking manufacturers have

already seized upon this problem of rebuilding their markets and some of them are discovering, already, that the public is not insensible to the old reliable quality story, but is, indeed, welcoming it after a period when experiences with shoddy merchandise have been none too pleasant.

A. Stein & Company, maker of Paris garters for men and allied products, has demonstrated in a concrete way what can be done to restore a market and to get above the price melee which has characterized its industry during the past few months.

Paris garters at a dollar a pair were big sellers for many years. Came the depression and cut prices, and chains began to sell a low-grade imitation of the Paris standard for as low as ten cents each, or twenty cents a pair for garters. Paris found its dollar line rapidly passing into oblivion.

How Paris garters turned against a

trend and rebuilt its dollar line will be told in this article. But the success of Paris garters is only one example of a policy that the Stein company has found to turn the market tide. Other manufacturers faced with a similar price landslide can profit from their methods.

Facing a market with its bottom out, Paris garters could do only one of two things: It could follow the trend and let the trend control its destinies, or it could go against the trend and take a chance on maintaining control. If Paris were to follow the downward price trend and try to compete in making the cheapest kind of merchandise, they would have to sacrifice a large investment in national advertising. Besides, they would be in constant difficulties because no matter how cheap a manufacturer with a large manufacturing establishment makes a product he is facing competition from a flock of smaller manufacturers who can undercut him either by virtue of not knowing their manufacturing costs or by their willingness to waive a profit to get an "in".

Paris garters did the opposite and went against the down trend. They came out with a new dollar garter. To be able to do this they had to produce a new idea in garters, the first one of importance in some years—a new woven-to-shape garter, protected with patents pending. Being a new idea, the garter gives new life to its advertising. In addition, the retailer has something to talk about that takes the article out of price-competition.

To start the new garter off right newspaper advertisements in New York and Chicago papers heralded it. Even the packaging had a new twist. The woven-to-shape garter is so wrapped that if the box is opened, the garter's paper support can be folded out like an easel. This make a good counter display. If the retailer wants to use more display, the large box of twelve has an easel back so this can be shown in windows or on counters.

This idea, backed by its newspaper advertising, has taken hold. In New York, for instance, less than a dozen of the retail shops approached turned down the new dollar line. In Chicago distribution was equally successful. To supplement the dollar line the same woven-to-shape idea is being offered to sell for fifty cents. But note that none of the shops which formerly bought the dollar Paris garters refused the new dollar line.

The new dollar Paris garter was not a heavy gamble on the part of A. Stein & Company. This company had proved that an idea wins over a price

in other items. Baby pants are a case in point. The retail price for rubber baby pants, which Stein also makes, had slipped in five years from fifty cents to ten cents. Again Stein went against the trend and developed a rayon baby pants lined with rubber to sell for twenty-five cents, instead of ten. Again the retailer and the advertising had something to talk about. Sales boomed, so much in fact that Stein could now almost put on another shift in its plant.

Stein wanted to increase its dis-

tribution of men's suspenders to bolster the market. But this distribution had to be profitable, not cut price. To accomplish this it developed a package for suspenders which heretofore were displayed in the store on a rack. To take full advantage of the new packaging idea, Stein developed a revolving display stand to hold the package. The trade has taken to the new display stand and package so well that A. Stein & Company is advertising it in a national magazine in September.

Million Gallon Order from Navy Initiates New Cylol Campaign

SAN FRANCISCO, CALIF.—An intensive sales and advertising campaign featuring the slogan, "Lowest Service Cost," is being carried out by the Associated Oil Company following the announcement that the company's "Cylol" oil was selected to fill the lubrication requirements of the United States Navy while the fleet was in Pacific waters.

The order from the Navy for 1,000,000 gallons of Cylol is said to have represented the first purchase of this kind which was based not only on low price, but also on service cost as determined through scientific tests. In order to make the purchase on a service cost basis, the Navy developed a high-speed bearing with which to determine the quality ratings of oils submitted by various manufacturers. The quality rating was called a "work factor" and the price of the oil divided by the work factor gave the service cost.

"In this campaign we had something really tangible to say about motor oil," said Harold R. Deal, advertising manager of Associated Oil, "and something that could be verified by the car driver, because Cylol used in the tests is exactly the same as that sold at our service stations. Companies have talked about endurance, long mileage, viscosity, etc.,—all valuable qualities not easily checked by the motorist. 'Lowest Service Cost' does permit him to check up, however, right in his own car."

Newspapers, magazines and western farm papers are carrying the advertising, all of which is built around the Navy purchase. Each Saturday night an hour and a half radio tie-up is used. Sixty-six highway bulletins extending from the Canadian to the Mexican border are part of the campaign. The initial outdoor design, which showed an airplane carrier on

an ocean, was reproduced in half a million blotters for distribution through salesmen and service stations. Direct mail and filling station displays are also important factors in the campaign. At Associated service stations a smiling sailor placard announces that the Navy uses Cylol. Station attendants have been furnished with white "gob" hats and uniform buttons that read, "The Navy Uses Cylol—So Should You."

Stockbower Will Direct Vanta Baby Garment Sales

NEWTON, MASS.—Harold W. Stockbower has been appointed general sales manager of the Earnshaw Sales Company, makers of Vanta baby garments. Mr. Stockbower was formerly sales manager in the eastern district for the same company.

Frank A. Crowley, who has been southern district sales manager with headquarters in St. Louis, has become assistant to the president, G. F. Earnshaw, with headquarters in Newton. Milton F. Harris, formerly representative in Los Angeles, takes Mr. Crowley's place. H. A. Kingsley, of the San Francisco office, takes Mr. Harris' place in Los Angeles. Harry E. March joins the Pacific Coast staff, with headquarters in Denver, taking over Mr. Kingsley's territory.

Plans for a fall campaign based on a quality appeal, and involving additional advertising, will be announced soon, according to a statement issued by Mr. Earnshaw.

NEW BEDFORD, MASS.—Wamsutta Mills, nationally advertised as a manufacturer of sheetings and pillow cases, is extending its trade-mark identity to the men's wear field through a manufacturing hook-up with Wilson Brothers, of Chicago. Wilson is making men's shirts, underwear and pajamas from Wamsutta cloths, marking this line with a Wamsutta label.

Johns-Manville's Closer for the Buyer Who Wants Facts

As told to Walter Mann

BY K. R. DYKE

Sales Promotion Manager

and H. L. RUSCH

Supervisor, Performance Report Division,
Johns-Manville Corporation, New York

PERFORMANCE reports are invaluable aids to the sales and advertising departments. They can be used most effectively as direct sales ammunition or as advertising copy. In fact their very directness, their simplicity and their semi-scientific terminology tend to build up a degree of conviction unobtainable through the more subtle but oftentimes more flamboyant terms which are in such general use in our modern advertising and selling phraseology.

This is the viewpoint of the Johns-Manville Corporation, according to K. R. Dyke, sales promotion manager, and to H. L. Rusch, in charge of the performance report division. Mr. Rusch has spent the last two years in developing some fifty scientific studies of the performance of various Johns-Manville products under widely varying conditions and uses. And the results seem to have more than justified the effort.

Not only does the use of these performance records show some unusual direct results in selling; their psychological effect on the salesmen would in itself make them worth while, to say nothing of their use as editorial matter in trade papers and even in general magazines and newspapers—their value for advertising copy—their use in house organs and their adoption as textbook and lecture material by engineering classes in leading universities.

"It is possible," says Mr. Rusch, "for any concern with a meritorious product to add much conviction to the story of the product's uses by the development and intelligent use of the right kind of performance records."

And this statement is borne out in excerpts from salesmen's letters and reports which are coming into the sales promotion department constantly.

For instance, a sales representative of the Philadelphia office recently wrote as follows: "Mr. Wall, president of the Nicetown Dye Works, called our Philadelphia office on the phone requesting a salesman to call regarding an advertisement he had seen in the *Textile World* based on a performance report concerning the lining of bleaching tanks with Transite. This message was given to me and since the territories in Philadelphia had recently been changed, and this account was in the new portion of Philadelphia assigned to me, *this was my initial call*. I took one of the performance reports with me, which I gave to Mr. Wall to read. After finishing the report he asked that I measure one of the tanks and send enough Transite to line it. Here was an order received with practically no work on my part, thanks to the performance report."

A midwestern salesman wrote: "You might be interested in knowing that I used the performance report in the sale of Sil-O-Cel for insulating two-boiler arches. The more of these reports the better, because a concern is always interested in the way other concerns in the same line of business conduct their operations, the kind of material they use, the results they get, etc."

Another J-M salesman says: "Your performance report on glass tank regenerator insulation was very timely. Both the ——— and the ——— people were impressed by it—to the extent of asking for prices, and I look

PERFORMANCE

"I have heard it said of the technical engineers of some countries that they get such a thrill out of good design that they don't care whether it is ever built or how it performs in practice. Not so in the U.S.A. With all our faults, we do place a lot of weight on results. It's the American habit, and a mighty useful one.

"When I buy equipment I am interested in what it will do for me. The best way to judge this is to see what it did for somebody else.

"The 'what' comes first in my mind. After that comes the 'why,' because it gives me a chance to add to my general knowledge of the factors that make for successful performance. Knowing these factors, I can estimate the performance under different conditions, if necessary."

GEORGE EDWARDS, Engineer
From *Power*, August 19, 1930.

for orders from both interests within the month."

Again a salesman says, "Beyond any question, the performance report on insulation for annealing furnaces as used by the Sacks-Barlow Foundries in Newark, New Jersey, was instrumental in arousing the interest of Mr. ———, vice-president of the ——— Company of ———. He personally wrote us asking that we call on him and work out a proposition on one of his annealing muffles."

Still another instance: "Your performance report on refractory cements as used by the DeLaval Separator Company was especially helpful in closing a job in the ——— Ice Cream Company for No. 32 Refractory Cement, and also at the ——— School of Engineering," etc., etc.

Similar letters from high executives who "didn't want to see a salesman at this time" from such influential individuals as the dean of engineering at Stanford University and a large number of clippings from all sorts of trade and consumer magazines indicate that these reports pay for themselves many times over in the course of a year.

Simple, almost austere, as these reports are (legal blue covers opening on the lower end like a lawyer's brief) they carry conviction in every page. Each report is prepared by technically trained men jointly with some well-known firm using the material in question, carefully checked in every detail by the Johns-Manville engineering de-

partment as well as by the user's own organization and then finally approved in writing by the user so that it constitutes a clear, direct, authenticated case of performance. The cost of obtaining these is most reasonable considering the sales and educational value of the information secured.

The inside of a typical report is even more like a legal brief than the outside cover suggests. First comes a short foreword, followed by the formal report. The first page of the formal report is a title page, which is only about half the depth of the normal sized page. Each page thereafter is made three-quarters of an inch longer, thus creating a page by page index which adds materially to the dignity of the presentation.

The first page of the report itself is a brief description of the collaborating firm in the experiment and a detailed description of the purpose of the study and the conditions under which the J-M product has been used. The next page is a technical description of the apparatus in which the material was used; the third page is an engineer's drawing of the apparatus; the fourth a descrip-

tion of operating procedure; the fifth and sixth pages describe the net annual saving brought about by the installation of this material; and the last pages usually show actual photographs of the apparatus in operation. All this is done on red-lined legal cap paper and the effect is most formal and convincing.

Here, according to Mr. Rusch, is the philosophy on which selling through performance reports has been so effective. The man who gets an order always likes to feel that *he has "sold"* the buyer. On the other hand, in the buyer's market which exists today, the man who is purchasing likes to feel that *he has "bought"* the material or product, without any of the salesman's influence. Undoubtedly there is some "selling" and some "buying" in every transaction, but the wise salesman is the one who makes the customer feel that he has "bought." Johns-Manville is convinced that much more ammunition should be given to the salesman to help the customers to "buy" than to help their salesman "sell" them. Performance reports put up in this simple impersonal brief-like

way really help the prospects to "buy."

In Johns-Manville's eyes a performance report is "a carefully compiled document which shows accurately and definitely what some Johns-Manville product has accomplished in a specific application in a specific plant." Such a report "presents the problem which the plant or organization had to solve, it portrays the operating conditions where the product is in use and it gives in detail the economies effected by the product as obtained from the actual plant records and tests. It is authenticated by some plant official who sponsored and actually collaborated in making the test."

Following are some of the ways in which performance records have been of value to Johns-Manville:

1. They provide the material for a great many current advertisements—both in general magazines and in industrial trade papers.

2. They are used, as described above, in personal sales work both by the Johns-Manville salesmen and sales executives and by their "approved contractors" and dealers who have complete files of the reports. Every Johns-Manville sales office in the United States, Canada, Europe and South America has a master set of these reports (there have been fifty of them to date) for reference purposes. Extra copies are available for selling purposes at each of these offices. Salesmen are requested to keep on the lookout for opportunities to make these tests wherever the installation is of real importance.

3. They are used in the editorial pages of the three Johns-Manville house organs, *The Power Specialist*, *Insulation Service* and *Sound Advice*.

4. Trade papers find in performance reports invaluable editorial material because of the scientific lawyer-like presentation.

5. Special magazine articles, newspaper editorials, government reports, etc., quote from these studies as they never would from advertisements. Even a large national weekly, and a well-known daily paper, all unconsciously, took up the story of one of these texts in a business article because of its thoroughly impersonal and scientific character.

One of their greatest values, which J-M's experience of the last two years has discovered, is the ease with which performance reports often effect an entree to executives who would otherwise be most difficult to reach. Especially in the case of the man higher up whose word is so often law, the simple, businesslike, scientific dress of these reports has had an exceptional

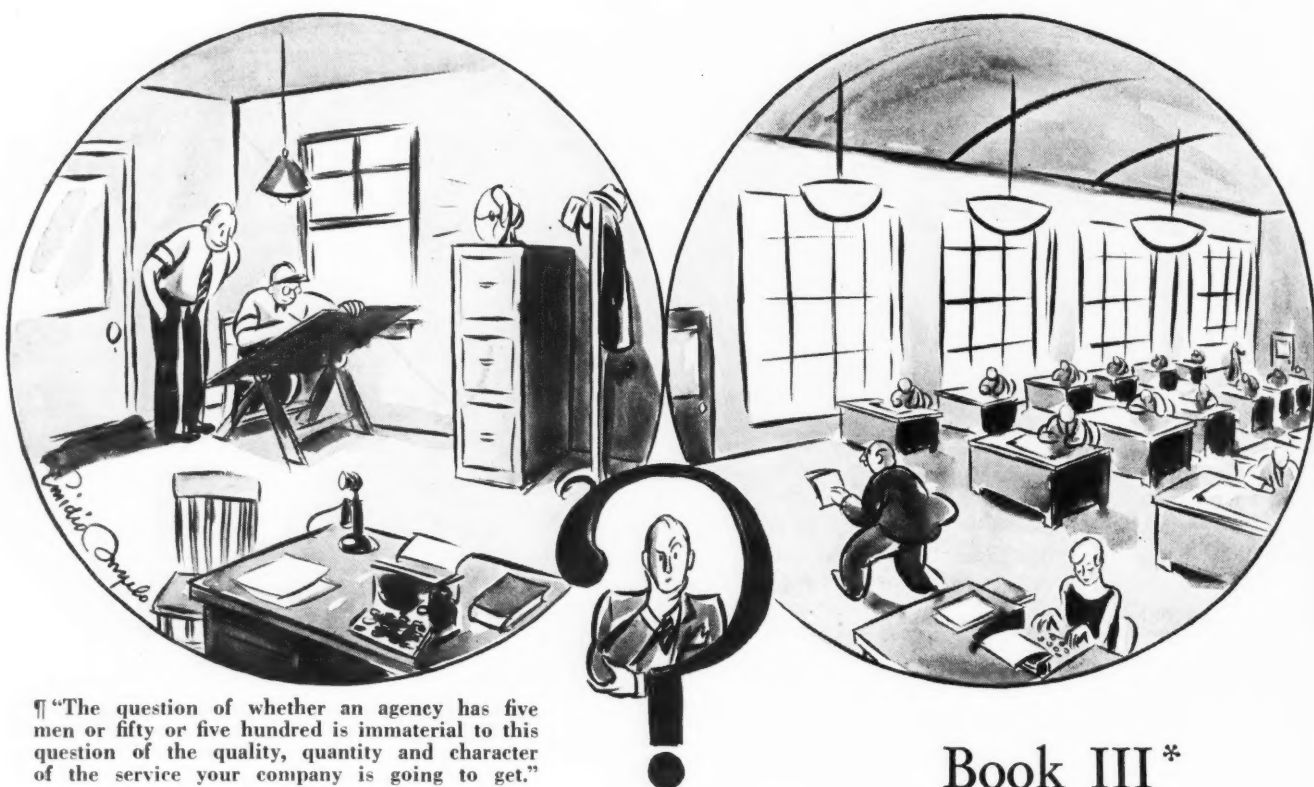
(Continued on page 259)

Information Required by Process Industries to Select Equipment and Materials

Type of Information	Percentage requiring each type of Information									
	10	20	30	40	50	60	70	80	90	
Application Suggestions										
Performance Records										What the Product Does
Working Data										
Operating Cost Data										
Design Details										How the Product is Made
Construction Details										
Service Facilities										

From a Survey made by Ernst & Ernst for Mc Graw-Hill

Time and time again Johns-Manville have found even the most difficult cases of sales resistance yield to performance reports. These reports are simple fact-statements of what a given product has produced in results for some purchaser. How they are made up and how they are used are summarized here.



¶ "The question of whether an agency has five men or fifty or five hundred is immaterial to this question of the quality, quantity and character of the service your company is going to get."

Book III*

Epistles to the Advertisians

Aerozona, May 9, 1931.

Dear Glenn:

I didn't really need your acknowledgment of my first letter to realize that, in coming to me for advice, what you had in mind was a list of agencies to consider, or at least definite instructions as to whether to go to a big agency, a medium-sized agency or a small agency. I suspected as much.

Get this firmly planted in your mind—it isn't the size of the agency that determines the value of the service you get. It's the brain-power multiplied by the time that is spent on your affairs.

Each size of agency organization has definite points of advantage in its favor. The question of whether an agency has five men or fifty or five hundred is immaterial to this question of the quality, quantity and character of the service your particular company is going to get. Don't let any agency representative convince you that his particular organization is ideal as to size. Score that particular assertion as evidence of narrow prejudice or faulty judgment.

Another thing along the same line.

*Book I appeared August 1; Book II, August 8.

The company was ready to advertise. But the general manager found himself somewhat bewildered when it came to choosing an advertising agency. So he wrote to a man who had spent the better part of a lifetime in the agency field and asked his advice. Here is what he said. These letters constitute one of the best discussions of agency relations the editors of this magazine have been privileged to read.

Don't be too greatly impressed by "dog" in office or furnishings. Floor space and bric-a-brac make pleasant surroundings in which to work, but they don't render you any service.

In the same way refuse to listen to the siren song of ardent promises. It takes no ability whatever to make promises. I can take a cub equipped with a little nerve and teach him that trick in a couple of hours.

Also, if the "mystery man" comes in, watch out. He's a half-brother to the potent promiser. He, too, tries to work on your imagination while your common sense slumbers. You can recognize him by his vocabulary

—a hash of pseudo-scientific phraseology.

From one paragraph in your letter I suspect that you or one of your associates has conceived that brilliant novelty of a sure-fire system of selecting the right agency—bringing them all right down to brass tacks by making them submit definite plans and actual examples of copy and layout.

Am I right?

If so, take a tip from me and squelch that method and squelch it quick.

In my humble but experienced opinion it is the world's worst way of picking an agency. It's a method that

plays into the hands of three types of agencies—the ones which are more intent on getting business than on serving present clients, the ones which are not scrupulous about giving advice on insufficient evidence and the ones which are in such need of business, due to poor performance, that they have plenty of time to take long shots. And those are three types of agencies that *you don't want*. I hope I'm not too late with this.

The foregoing reply to your acknowledgment has covered some of the obiter dicta with which I had intended to embellish this final epistle. That leaves me only my peroration.

It is this.

Once you have chosen your agency, assuming that your budget is large enough to attract attention, you will be consistently solicited by other agencies. Each will emphasize and elaborate on some particular virtue. One will point to its specialty of exhaustive research, another to its sales-managerial assistance, another to its truly exceptional creative staff, another to its sales-cooperation out in the field, etc., etc. When all have presented their cases, with supporting evidence, you will almost certainly feel convinced that your selected agency is loafing on the job and rendering inferior service.

Do Some Hard Thinking

When this crisis arrives, sit back and do some hard thinking.

Do you remember what I had to say about the time-element?

The working margin on your account is not infinite.

It will pay for only so much time.

In your case it will not purchase maximum service in all these alluring major and secondary services. This is nothing more than simple arithmetic. Each of the outside agencies might outdo your appointed agency in its particular specialty, but how about the tout ensemble? What section of the service would suffer for the change in emphasis?

This doesn't mean that I recommend sticking to your first choice in the face of unsatisfactory service. If you are convinced that you have picked wrong, end the connection with as little delay as possible. But don't be talked into it. You are going to face some of the ablest salesmen that ever tested your sales-resistance—men who began to watch and study selling in every phase when you were still in Miss Wilkins' kindergarten. They know every wile and stratagem of planting disturbing thoughts in an advertiser's mind without ever appearing to be openly critical of the agency you have

chosen. Some of them could coax the sphinx to loosen up and start talking.

Don't let the pastures next door look too green. To change agencies without unmistakable benefit to yourself is exactly like taking a satchel full of big bills and depositing it in your incinerator. The cost to you in time-loss, in learning new personalities, in testing their abilities and limitations, in getting back into a smooth routine of cooperation after the more or less extended period during which the two organizations are schooling themselves to each other's methods, and in getting back your advertising headway, inevitably run up into the thousands of dollars, not to mention the mental uncertainties which you

must face until the new agency has been on the job long enough to demonstrate its performance.

Write to me when you've made your choice. The doctor tells me that towards fall he may okeh a flying trip back home. If so, one date I'll arrange in advance is a session with you to hear what you have learned about advertising in the intervening period. In the meantime I have pretty much faith in your judgment. Your father was a pretty consistently good judge of men and I'm hoping that you inherited enough of that ability to make your first choice of an agency a happy and lasting one.

Your aff. uncle,
G. B. S.

Plus Signs

+++ BANK DEBITS, as reported to the Federal Reserve Board, gained 17 per cent for the week ending August 5, as compared with the preceding week. Gains were shown in every one of the twelve Federal districts.

+++ CHAIN STORE SALES for July compare favorably with last year. The first nineteen chains to report had a total sales increase of 0.97 per cent.

+++ AMONG THE INDIVIDUAL CHAINS, Walgreen Company increased 12.3 per cent; F. W. Woolworth 1.6 per cent; W. T. Grant 8.5 per cent; S. H. Kress 0.8 per cent; H. C. Bohack 12 per cent; Dominion Stores 9 per cent; Interstate Department Stores 5.2 per cent; G. C. Murphy 11.8 per cent; J. G. Newberry 6.4 per cent.

+++ THE IRVING FISHER ALL-COMMODITY INDEX increased 0.3 per cent for the week ending August 8.

+++ DEPARTMENT STORE SALES in New York City last week were better than a year ago, according to Bradstreet's.

+++ BUSINESS DEFAULTS DECREASED AGAIN—the fourth successive weekly decline.

+++ SALES OF DODGE BROTHERS CARS for the week ending July 25 showed a gain of 47 per cent over the correspond-

ing week of last year and the two preceding weeks showed gains of 23 per cent and 40 per cent.

+++ GENERAL MOTORS JULY SALES of motor vehicles increased 9.3 per cent over July, 1930.

+++ THE NUMBER OF OUT-OF-TOWN BUYERS in New York at this time is 10 per cent greater than last year, according to the Merchant's Association of New York.

+++ SALES OF ELECTRIC WASHING MACHINES for the first half of the year amounted to 341,025 units as against 319,229 units in the first half of 1930.

+++ ELECTRICAL PRODUCTION gained again last week on the Pacific coast and the Atlantic seaboard, the gains being 0.6 per cent and 1.6 per cent respectively.

+++ STARTING LAST SUNDAY all production departments of the Viscose Corporation at Roanoke went on a full-time operating basis.

+++ THE DEPARTMENT STORES of Westchester County, New York, show an increase in sales for the first six months, as compared with same period last year.

+++ LEATHER CONSUMPTION in JUNE was the largest for any month since January, 1930.

+++ STEEL OPERATIONS in the Youngstown district were stepped up this week to 42 per cent of capacity—up nine points from the low level of last month.

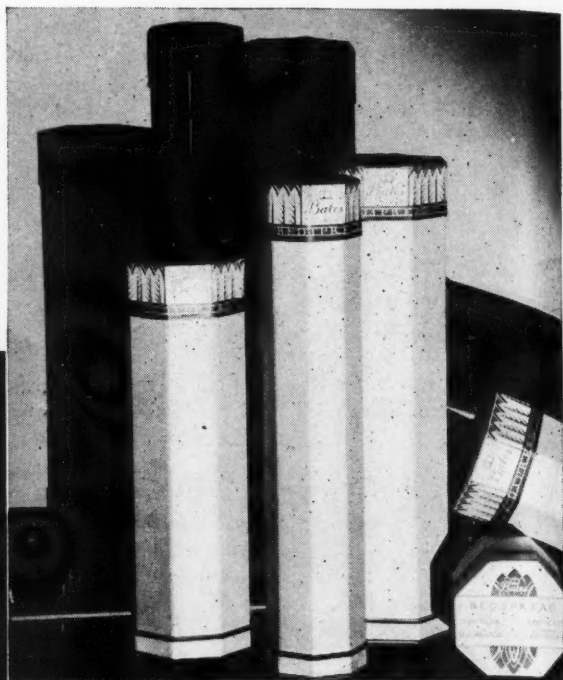
+++ CARLOADINGS for the week ending August 1 gained 15,541 over the preceding week, the biggest gain coming in miscellaneous freight.

+++ REPORTS SHOWING INCREASED NET PROFITS CONTINUE TO APPEAR, INCLUDING:

Company	Period	1931	1930
Eagle Picher Lead Company	First six months	\$228,499	\$213,586
Sears, Roebuck & Company	First six months	6,008,483	5,617,567
Mohawk Carpet Mills, Inc.	First six months	231,170	—497,827
Western Dairy Products Company	First six months	717,921	440,094
Syracuse Washing Machine Corporation	First six months	221,141	95,984
Radio Corporation of America	First six months	7,428,714	4,449,709
New York Shipbuilding Corporation	First six months	411,588	152,056
Safeway Stores, Inc.	First six months	2,000,961	1,711,012
General Bronze Corporation	First six months	21,478	—454,015
First National Stores, Inc.	Second quarter	1,240,355	1,179,297
Electric Auto-Lite Company	Second quarter	1,603,170	1,360,295

BY BRUCE CROWELL

Delivery to the buyer in perfectly clean, unwrinkled condition is one of the big advantages of the new container being announced currently to the dry goods trade.



The new Bates box gives retailers an opportunity to display spreads in a manner that challenges the attention of even the most casual shopper.

Bates Brings a Radical New Package into Bedspread Merchandising

BEDSPREADS have a new package.

The first new merchandising idea to come into the bedspread field in years is being introduced to the trade by Bliss Fabyan & Company, Inc., New York, selling agents for the Bates Manufacturing Company, Lewiston, Maine.

It is only recently that merchants have begun to realize that bedspreads can be successfully merchandised as a specialty, instead of being carried and sold as a staple, according to H. D. Ruhm, retail sales manager of Bliss Fabyan. The new package takes advantage of this trend and offers retailers something new and unique, which goes far afield from the old flat bedspread boxes which have been the dull and commonplace standard of the industry for so long.

The new package, designed by Ben Nash, is octagonal in shape, and is developed in blue and silver. A circle of color is worked into the design on

the end of the box to show the shade of bedspread inside. To make sure retail salespeople do not get confused between, for instance, peach and pink, the name of the color is also printed on the box.

The Bates package has a number of unique features which are not apparent from a casual examination. The boxes are actually less expensive than the old-type flat container, and they pack flat for shipment to the factory, where they are cut in the various lengths demanded by the different numbers in the line. The end piece is then glued on, and the result is a perfectly rigid package which will stand a large amount of handling and shelf-wear without losing its attractive appearance.

Especially important is the new box from the standpoint of point-of-sales merchandising. It is a "born" display piece, and a group of the packages can be made to form a display unit that challenges the attention of even a

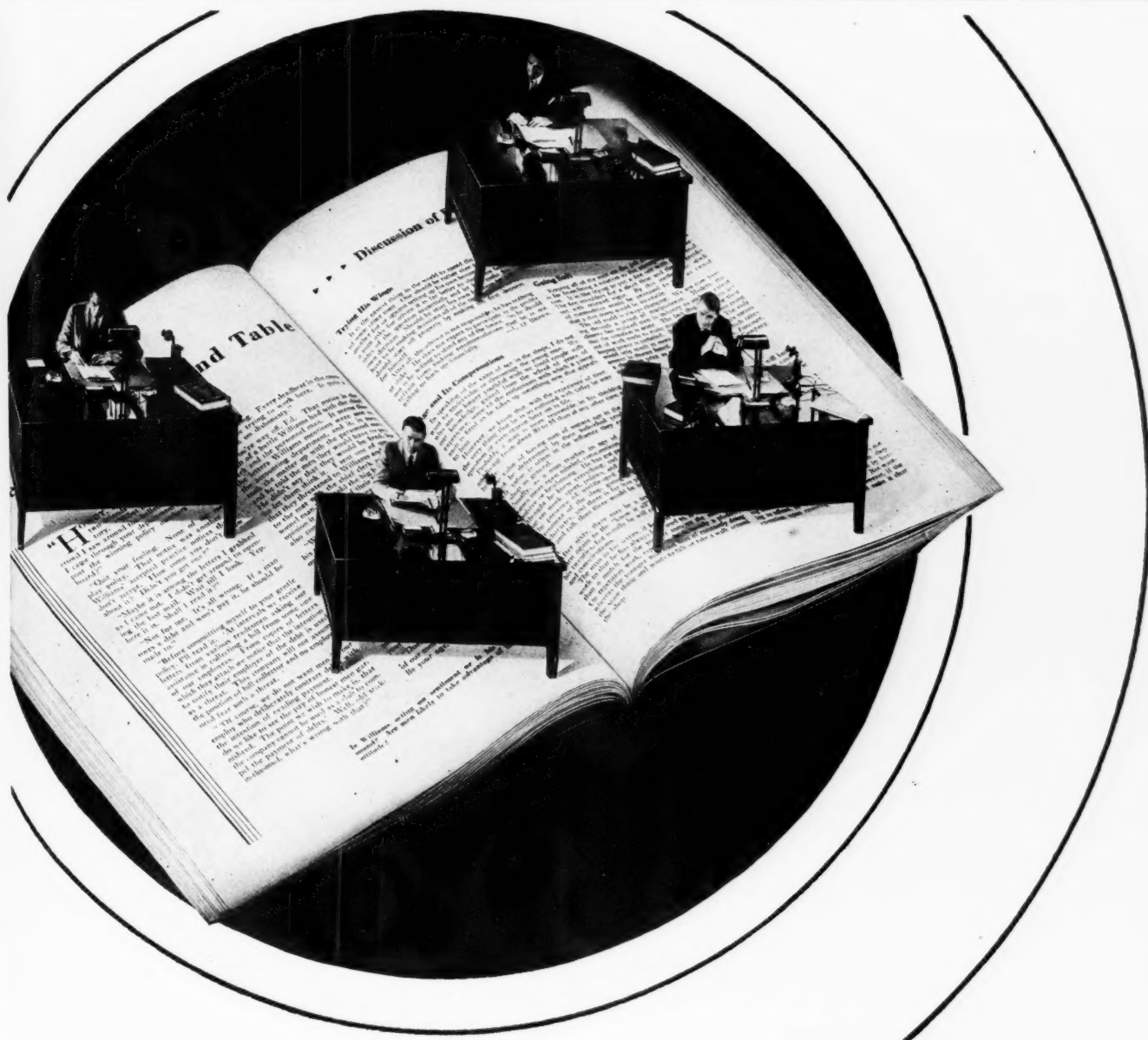
casual shopper. Further, the new box is expected to stimulate the sale of spreads for gift use.

About thirty new designs will be introduced to the trade for fall selling. The new package will be used on all items in the line which sell for \$2.95 or more.

Trade paper advertising, coupled with direct mail, is telling the story to dealers.

"We were really surprised at the initial reactions from our dealers," Mr. Ruhm said. "They are so often 'cold' on a new selling plan until they've seen its efficiency demonstrated. However, in our case, those who have seen the new package are almost unanimous in the opinion that it will be helpful in creating sales for Bates spreads.

"The reaction of the salesmen was extremely favorable. The new package was dramatically introduced to the men by Mr. Nash at a convention held several weeks ago."



ting them on the spot, where you'll hit them all—with no shots wasted.

McGraw-Hill has done just that for those who sell to business and industry. In the character of their editorial content, McGraw-Hill publications appeal only to the men who initiate and control buying for business and industry—over half-a-million of

them. These men are not just “readers”. Sixty-nine per cent of those questioned recently stated that they use their business magazines as buying guides.

Here they are—the target for today's advertising. We've lined them up, put them on the spot for you. They're waiting for you to “Aim . . . Fire!”

HILL PUBLICATIONS

Philadelphia · Washington · Greenville · Cleveland · Detroit · Chicago · St. Louis · San Francisco · Los Angeles · London

American Machinist
Product Engineering

Engineering News-Record
Construction Methods

Engineering and Mining Journal
Engineering and Mining World
Metal and Mineral Markets
Coal Age

Electric Railway Journal
Bus Transportation
Aviation
Textile World

Electrical World
Electrical Merchandising
Electrical West
Power

Radio Retailing
Electronics
Food Industries
Chemical & Metallurgical
Engineering



Talk the blues to a business man and he will return in kind; quote the bright spots and he will counter with similar ones

Is Business Bad?

Dun't Esk

TALK the blues to a business man and he will return in kind; quote the bright spots and he will counter with similar ones. This is the experience of a local representative of a Columbus, Ohio, newspaper who conducted an interesting experiment last week.

Monday

He spent the entire day visiting merchants, one store after another as they came along, on one side of High Street, a leading business artery of Columbus. In every store he said something like this to the proprietor, "Well, there doesn't seem to be any end to this depression, does there? I can't see that business is getting any better, do you—in fact it seems worse."

"You're dead right. Business is awful, and I think that next winter there'll be more poverty and actual starvation than the country has ever seen before. We'd be better off, I guess, if we just closed up shop."

That was the composite answer from the merchants. Not a single one contradicted him, not one offered a bit of good news as a rebuttal.

Tuesday

The following day he visited all of the stores on the opposite side of the street, and his remarks were something like this:

"Well, I see that business is looking up and I think it's going to be permanent. Just within the last couple of days I've heard . . ." (he would mention local items of a favorable nature, some of the "Plus Signs" from SALES MANAGEMENT, etc.) . . . "Every day we're hearing of more firms making more sales and more profits than last year. Business men who have both

guts and imagination seem to be getting along all right."

"I agree with you. I've been hearing similar things from a lot of quarters lately. Our own business isn't up to 1929, of course, but, on the other hand, our inventories are down to almost nothing and we find that people will buy if you give them attractive goods at attractive prices. We're preparing for a very healthy fall trade."

Wednesday

Back again he went to the same merchants with whom he sang the blues on Monday.

"Say," he would begin, "since I saw you on Monday I've been hearing a lot of good news. Business really isn't as bad as I thought, and I honestly think it's getting a great deal better. Why, so-and-so (mentioning one of the merchants on the other side of the street) tells me that his sales are quite a bit ahead of last year, and . . . (he would repeat a number of facts he had quoted the day before) . . . I think we really passed the lowest point of the depression last winter, only we were too dumb to see it."

"You know, I think you're right. I've been noticing a change in sentiment myself and I'm going to tell our buyers to loosen up. Probably business would have improved a long time ago if there hadn't been so many dumb-bells going around talking depression, *depression*, DEPRESSION."

One after another of the merchants talked in this vein. Every one, apparently, had forgotten his fears of Monday.

What an opportunity there is today for salesmen who can see more than a few inches from their noses and who have the courage to avoid depression mob psychology!

How would *your product sell* in America's Richest County?

Westchester — the wealthiest county in the country. 520,947 people that Uncle Sam considers his wealthiest group of its size. Good spenders, they are, too, according to Uncle Sam's figures. Last year, for instance, the 483,772 citizens of eight Westchester towns spent over \$200,000,000 in local retail establishments.

National advertisers who got their full share of this business—and who are getting it now, are finding the Westchester dailies the surest, most thorough way to cover this market. These eight home-delivered evening papers reach over half the families of Westchester every day. They reach a group of men and women second to none in purchasing power—and who shop wisely and carefully—with a good deal of attention to what they see in their own family papers.

A constantly growing increase

Recent Surveys Made by West- chester County Publishers

Baking Powder
Bread
Cake
Cheese
Cigarettes
Coffee
Gas & Oil
Gelatine
Ginger Ale
Ice Cream
Insecticides
Margarine
Mayonnaise
Soap Products

An interesting CIGAR survey, covering five-cent, ten-cent, thirteen-cent (two for twenty-five) and fifteen-cent brands will be released September first.

in advertising lineage reflects the success of present advertisers, both local and national. It is another indication of how effectively this profitable market is covered by these eight dailies which can be bought as a single unit for as low as 27c a line.

Possibly you would be interested in knowing how big a sale to expect for your product in Westchester. An alert, capable research staff is constantly at work, gathering data for a variety of products. Such information is yours for the asking. It is accurate, up-to-date, and intelligently prepared. At the left is a list of current surveys, copies of which can be furnished promptly. Where specific information not covered by these surveys is required, the research staff will be glad to cooperate in obtaining it. A discussion of your particular problems is bound to prove helpful.

THE FAMILY NEWSPAPERS IN THE NATION'S RICHEST COUNTY

WESTCHESTER COUNTY PUBLISHERS, INC.

OSSINING CITIZEN-SENTINEL : MAMARONECK TIMES : YONKERS STATESMAN :
TARRYTOWN NEWS : MOUNT VERNON ARGUS : NEW ROCHELLE STANDARD-STAR :
PORT CHESTER ITEM : WHITE PLAINS PRESS (AFFILIATED)

WHITE PLAINS, N. Y.

Nationally Represented by KELLY-SMITH Company, Graybar Building, New York, N. Y.

Graham-Paige Matches Dealers' Money with Its Own on New Plan for Paying Salesmen

BY R. S. McFADDEN

NEW YORK—Graham-Paige's large-scale experiment in cooperating with dealers by paying new salesmen direct from the factory—a bombshell announcement made by the factory late last week—will continue during August and September, and, depending upon results, through October. From Theodore H. Bridgman, treasurer and sales manager of the Graham-Paige New York City Corporation, SALES MANAGEMENT learned that Graham-Paige Motors Corporation are putting up \$25 a week salary or drawing account (form of payment optional with the dealer) toward the income of one of every two new men a dealer adds to his present force. And a dealer may add as many new men as he considers his territory warrants. Thus, if he puts on six new salesmen, the factory will pay \$75 a week toward the usual \$150 it would cost him to strengthen his force to that extent.

The aim of C. W. Matheson, general sales manager of Graham-Paige, in putting forward the new idea, is to round out a well-manned sales organization with high morale to level off the universal summer slump and to prepare for an intensive spring drive. Mr. Bridgman believes that the morale of his salesmen during this trying period is unusually good because they feel that they are not being left out on a limb. Hence their work is more effective than that of the droves of automobile salesmen without economic security.

When others were cutting drawing accounts and salaries, Graham-Paige raised theirs. By the same token, says Mr. Bridgman, many dealers are being heartened by the helping hand from the factory, and it makes for a more closely-knit organization, from salesman to factory.

"On the other hand," continued Mr. Bridgman, "I have not personally taken the fullest possible direct advantage of our factory's offer. I have explained to the present personnel that I am deliberately limiting the number of men at my disposal so that each one may have the largest possible slice of territory that he can reasonably be expected to work to the best advantage of himself and the company. I find that by playing with my men in this

fashion they respond with greater enthusiasm and more work. But for the dealer who finds salaries or drawing accounts a problem, the plan in operation is distinctly a boon."

Eight men have been taken on, however, to fill a few gaps in Newark and the Bronx, and the participation of the home office in their payment is very welcome.

The Bird Sykes Company of Chicago, western distributors of Graham-Paige cars, are enthusiastic in their praise of the plan as a result of the dealer approval they meet on every hand.

Distributors of Packard, Hudson-Essex and Auburn were visited and asked for opinions on the probable effectiveness of the plan. They confessed to being tremendously interested in watching how it works, but shied at being quoted in print on what they thought of it. One man expressed himself flatly as considering all forms of compensation outside of straight commissions plus occasional bonuses as the bunk, at the same time indicating that he's keeping an eye peeled on the Graham-Paige experiment.

Another conceded that something ought to be done to encourage the salesman to identify his own interests with those of the factory, and if the method being tried by Graham-Paige would accomplish that end, it would be more than justified. The man working on a commission basis is working for himself alone, and if a prospect approaches him who happens to live outside the territory from which he may expect to draw commission, he is just as likely as not to spend as little time and effort as he can get away with on the customer, or, as has been known to happen, to "leave him flat." With part of his income coming from the factory almost any man endowed with the average amount of sense of responsibility will help the common cause.

Many motor corporations arrange contests in which the prizes are contributed by the home office, and sometimes an arrangement is effected between the factory and the dealer whereby they participate in the awarding of special bonuses. Occasionally the factory assumes the entire operation and payment of a bonus plan.

But this is the first time, so far as is known, that a factory is cooperating directly with the dealer in the payment of salaries or drawing accounts. While Graham-Paige headquarters made no comment on that phase, it seems reasonable to suppose that the new plan indicates more closer supervision of dealers' activities than has heretofore been the rule in the automotive field.

Rogers Franchise Plan Helps Dealers Compete For Credit Business

SHERRILL, N. Y.—A franchise plan which is designed to enable the retail jewelry dealer to compete for credit as well as for cash business, and, at the same time, to insure full profit, has been put into operation by William A. Rogers, Ltd. Among other advantages, the plan offers prepaid delivery of all orders amounting to \$25 or more.

The franchise arrangement is offered to a selected list of dealers who agree to handle Rogers silverware. On three of the better quality lines manufactured by Rogers the dealer is offered a sliding scale of discounts based on yearly purchases, and a deferred-payment plan, according to R. W. Bolles, sales manager of the company, who outlined the arrangement to SALES MANAGEMENT this week. Each invoice is divided into ten parts, or extended over twelve months, one-tenth of the total amount thus falling due on the fifteenth of each month. Then, as each additional purchase is made, it is divided in the same way and extended ten months from the date of shipment. All of the Rogers lines are included in the franchise, but only the three lines mentioned above are included in the allowance.

200 Newspapers Introduce New Richfield Gasoline

NEW YORK—With display space used in 200 newspapers on the Atlantic seaboard the Richfield Oil Corporation of New York introduced this week its new "Golden" gasoline. The newspaper campaign is the backbone of a campaign which also involves posters, broadsides, direct mail and point-of-sale advertising, such as banners, streamers, etc.

Dealer cooperation is being sought through dealer meetings called by each Richfield district manager in his territory. The new gas is described by Richfield officials as superior to its previous anti-knock gasoline.



**"NEW YORK'S
MOST INTERESTING
NEWSPAPER"**

say

**300,000
MODERNS
New York Style**

•

The 300,000 American readers have proved worth-while customers for the local merchants who sensed the big swing to the American. • A swing that tallied 100,000 new readers—and that brought to the

American *five times* as much department store advertising between March and June as in the same period last year. • Over 100,000 new readers who came over to the American and *stuck with it*. A consistent increase in local advertising—that topped the total for all 1930 in May and June alone of this year. Two facts that show what its home town thinks of the American—and that by advertising to the 300,000 Daily American readers (1,150,000 Sundays) you can reach a profitable market for any product. And right now this is too large a slice of the New York market for anyone to overlook.

NEW YORK AMERICAN

NEW YORK'S MOST INTERESTING NEWSPAPER

Nationally Represented by Paul Block and Associates

A Retailer Talks Straight from the Shoulder about Bribery



Sam Klein does the biggest retail business in women's apparel in the country—probably in the world. He has a rambling store on Union Square in New York that looks like a warehouse. It is filled with signs in five languages telling customers how to wait on themselves. Last year women left \$38,000,000 with his cashiers, the majority of it in lumps of \$10.95.

Klein defies almost every well-established law of retailing except that of honest value and honest dealing with his customers. He came to this country years ago as a Russian immigrant, started a tiny upstairs store. It's utterly useless to try to sell him shoes or umbrellas or jewelry. He knows women's wear from fabric to finish and he sticks to it exclusively. He buys as many as 15,000 dresses at a time.

New York police records prove there have been mob scenes at the Klein store on days when a carload of dollar dresses were hung on the racks. Yet if you go into the coat department next month, you will find women self-servicing themselves on cloth coats that cost as high as \$200. The biggest anomaly of all is that Klein's advertise only when the store is to be closed for Jewish and other holidays—to warn customers in outlying districts lest they journey to Union Square and be disappointed.

NEW YORK—Contending that the practice of bribing buyers is one of the most pernicious influences in business, and pursuing his crusade against elimination of it in all dealings through his own organization, S. Klein, owner of the biggest women's apparel business in the country, comes out in the August issue of *Nugent's** with a full-page advertisement signed by his buyers, stating his policy in terms which no manufacturer can fail to understand. This advertisement is a further move toward the solidification of a policy which has been basic

*A magazine for buyers of fashion merchandise.

in the Klein business for years, Mr. Klein told SALES MANAGEMENT this week in an exclusive interview.

"Our buyers are absolutely forbidden to accept anything whatever—even a cigar—from the manufacturers who supply our merchandise," he stated. "We believe the type of commercial bribery which is so common in business today between buyers and suppliers is unfair to all parties concerned—to the manufacturer, to the retailer and to the buyer himself. I have established an inflexible rule in my business that the penalty for acceptance of a bribe by a buyer is loss of his job.

"This applies to gifts of money or merchandise, 'loans' or favors of any kind. While there are a few manufacturers who do business according to thoroughly honest principles—fair value delivered for a fair price, and no 'monkey business' of any kind—it is undoubtedly true that the great

majority stoop to bribery of some kind as a method for getting orders. I believe 90 per cent of the business—at least in our field—is done today on a bribery basis.

"It is utterly amazing to look over the list of bribes which have been offered to our buying staff in a year's time," Mr. Klein went on. "Every one of our buyers is required to report to headquarters when a bribe is offered, reporting the terms offered, etc., and we keep a record of all of them. They are usually offered in money, of course, but there are all sorts of schemes for handling the exchange.

"It usually runs like this: a manufacturer offers us for \$6.95 a clean-out lot of dresses which normally sell for \$10.95. Our buyer may explain that, for this particular lot, he doesn't feel he can pay more than \$5. The manufacturer says, 'Well, pay me \$6 and we'll split it.'

"We operate, in our store, a fairly large restaurant for the convenience of customers, in which we had been using Horton's ice cream. Another ice cream concern that wished to sell us offered the buyer not only a lower price, but \$500 in cash to change the account. The buyer, of course, turned it down. Then the ice cream company offered \$1,000. When the buyer told me about it, I became curious to know just how far they would go. So I told him to ask for \$2,000 and see what happened. The representative of the ice cream manufacturer said, 'Well, all right. Only we'll pay you \$1,000 now in cash and the other \$1,000 later when we're doing business.'

"I called this particular manufacturer into my office and had a heart-to-heart talk with him. I pointed out his responsibility, not only from a legal standpoint (effective last Sep-
(Continued on page 260)

NO!



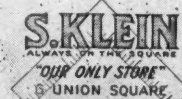
Thank You,

Mr. Manufacturer—

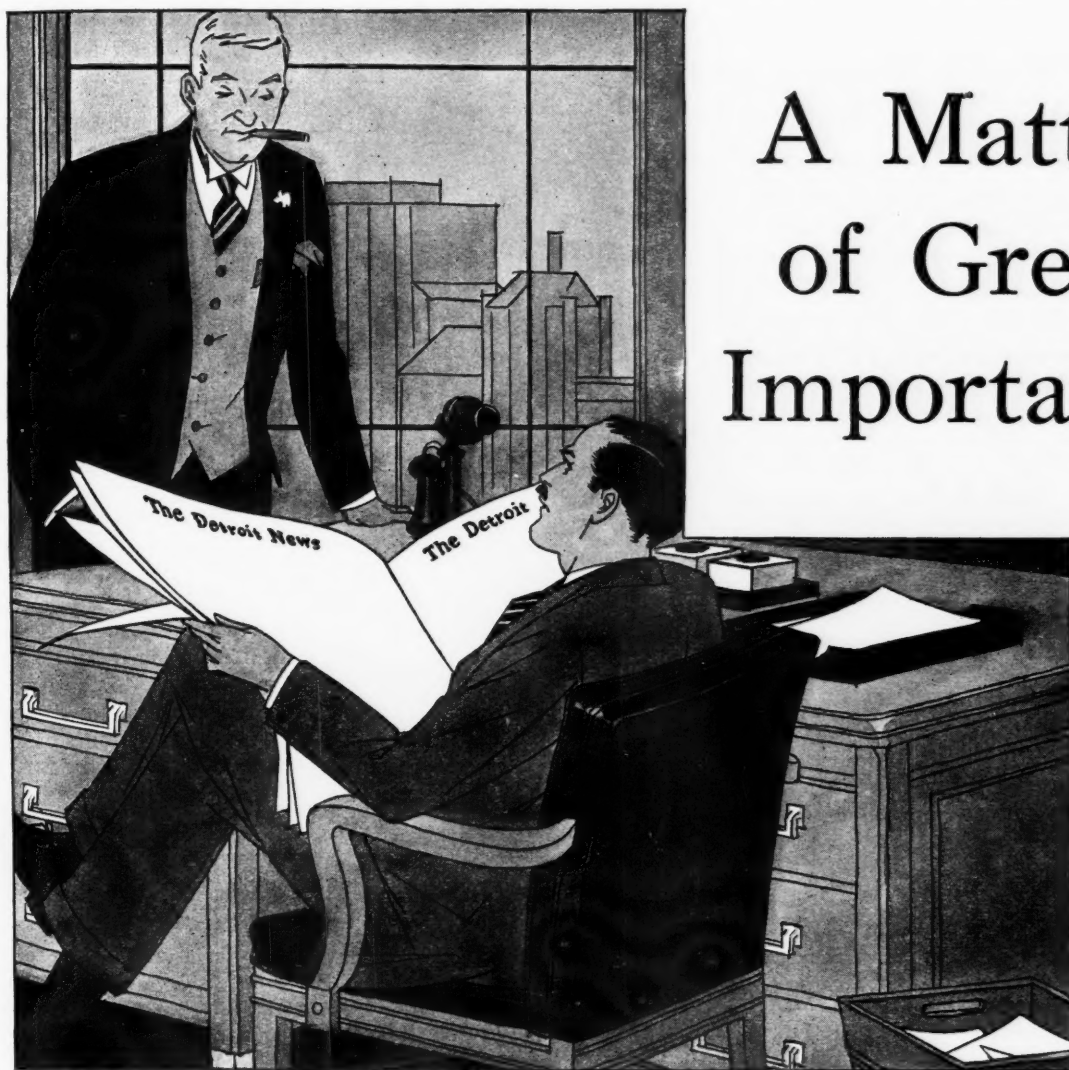
WE ARE ABLE TO PAY
FOR OUR OWN CIGARS
AND THEATRE TICKETS

- And that goes for our meals, rents, clothes for the missus and shoes for the baby.
- Besides, we've given Mr. S. Klein our pledge not to accept gratuities in any form whatsoever, because we appreciate that it is not fair to him or to you, Mr. Manufacturer.

The Buying Staff
of S. Klein



This advertisement, appearing in the August issue of *Nugent's*, is a new outbreak in Mr. Klein's persistent crusade against commercial bribery.



A Matter of Great Importance

A recent survey made by Polk & Company, directory publishers, reveals the fact that 89% of Detroit's population lives in family groups. The home is therefore, as far as Detroit is concerned, the unit of sale.

This is a matter of singular importance to advertisers in the Detroit market, for it makes thorough coverage of this great city a simple matter through the use of one newspaper, The Detroit News.

Built for home reading, The Detroit News for 58 years has been the home newspaper of its community. With the

largest circulation weekdays or Sundays and 76% of it home delivered it offers advertisers a ready messenger to the family group and the point of sale.

It is this thorough home coverage of The News also which explains its leadership in advertising, publishing as much as all other Detroit papers combined—a fact which in turn testifies to its effectiveness.

You can cover the worthwhile homes of America's fourth city at a remarkably low cost per unit sale by concentrating in The News, a suggestion already being followed by many important advertisers.

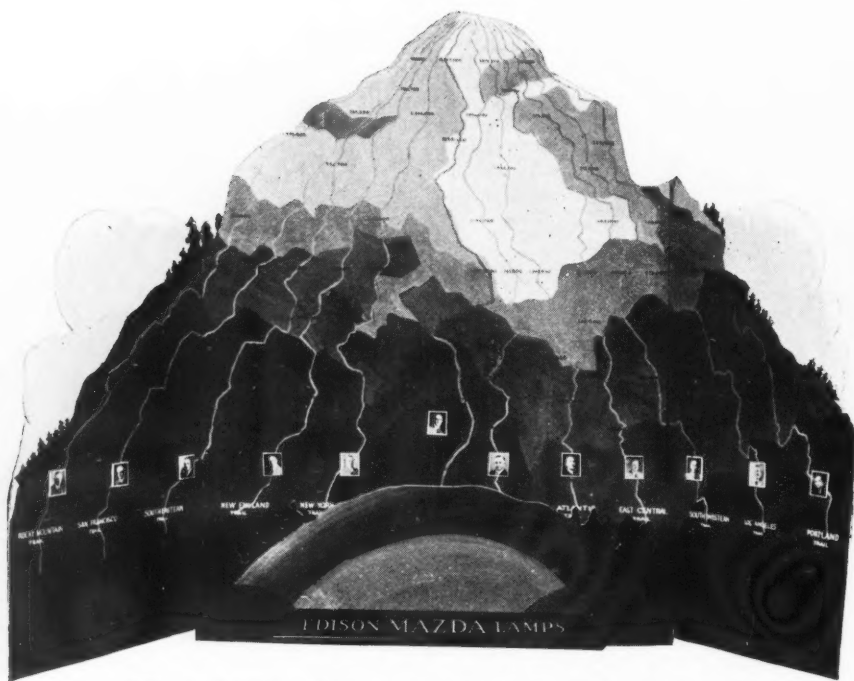
The Detroit News

THE HOME NEWSPAPER

New York Office
I. A. KLEIN, INC.

Member 100,000 Group of American Cities

Chicago Office
J. E. LUTZ



Edison Lamp salesmen watch their progress toward 1931 quotas on this unique, electric-lighted sales chart.

Edison Lamp Employs Novel Quota Board To Record Sales

CLEVELAND—A novel sales chart showing progress of district offices toward attaining 1931 quotas is being employed by E. E. Potter, general sales manager of the Edison Lamp Works of General Electric Company. The chart shows twelve trails, one for each district, and one for Mr. Potter, the latter trail depicting the combined progress of all districts. Each trail bears a miniature photograph of the district manager.

Each district, according to the plan, has its own sales peak to scale, representing its quota. Flags will be planted when districts reach the summit. Any sales over quota will be recorded as additional height at which the district's flag will fly. The chart is mounted on one of the lighted sleeve display bases used regularly for window displays of Edison Mazda lamps. Through its use, the progress of each district is lighted each step of the way.

Dollar Stores Expand

SAN FRANCISCO, CALIF.—International Dollar Stores, department stores of the west operated by Chinese, with headquarters in San Francisco, are expanding their group of twenty-five stores to include several new ones in California. Other stores are maintained in Oregon and Washington cities. The Chinese operators cater to white trade and employ white sales girls, making a special feature of price merchandise.

Thirteen-Month Calendar Has Competition

CHICAGO—Calendar reform has broken out again in a new form sponsored by George W. Keehn, secretary of the Chicago Retail Lumber Dealers Association. Mr. Keehn points out that the thirteen-month calendar has a glaring weakness: Where would the "quarters," so frequently quoted in business accounting, come in? His calendar, says Mr. Keehn, is an "equal quarters calendar," and it is tagged "The Chicago Calendar Plan." Calendars are now being printed in six languages, including Japanese, with arguments in favor of the idea. The plan will be presented to the Eastman Committee, pioneers in the movement toward calendar reform, and to the Committee on Communication and Transit of the League of Nations.

Maine Goes on the Air

PORTLAND, ME.—The State of Maine has just inaugurated a twice-a-week broadcast over the Columbia network from the station here, advertising its recreational attractions and providing entertainment for listeners through guest artists summering in Maine, who give their talents free. John W. Queen, Boston agency, is handling the account.

PORTLAND, ORE.—The Totsbath Company has been organized here to manufacture a bath device for babies. F. A. Rumer is head of the new concern.

"Humidor Process" Is Basis for New Capitol Coffee Sales Campaign

CHICAGO—A newly developed maturing process which they call their "Coffee Humidor" has been developed by Bunn & Humphreys, Inc., wholesale grocery organization which operates seventeen warehouses and distributing stations in Illinois. Four brands, Bunn's 1840, Lincoln, Mary Todd and Old Timer, are being advertised in fifty-one daily newspapers in the middlewest, under the group name "Capitol Coffees" (the Capitol Grocery Company being a subsidiary of Bunn & Humphreys).

Some time ago Roger Humphreys, president of Bunn & Humphreys, noted that some coffee samples were far superior to others from the same crop. This led to the discovery that the difference was due to the type of storage. The coffee of finest flavor had, in each test case, been stored in a cool, moist basement, whereas the inferior samples had been stored in a warm, dry warehouse.

After some scientific investigation, the company constructed the "Coffee Humidor," in which scientifically controlled humidity restores moisture lost after the beans leave the plantation. The theory, according to Mr. Humphreys, is that coffee, to develop the finest flavor, must contain a specific amount of moisture at the time of roasting.

Launch National Contest on Engraved Stationery

NEW YORK—Twelve awards of fountain pen desk sets will be given by the Engraved Stationery Manufacturers' Association to "individuals submitting the finest examples of genuine engraved stationery used by their firm," between September 1 and December 31, the period of a nation-wide contest.

Theodore A. Isert, general manager of the association here, is in charge. The judges are J. C. Aspley, of the Dartnell Corporation, Chicago; William A. Biddle, president of the Direct Mail Advertising Association; and K. L. Frazier, editor of the *Inland Printer*.

To Sell Christmas Trees

SEATTLE—The Washington Christmas Tree Association has been formed here, with Carl Leon as president, to market and advertise Cris Cringle Christmas trees nationally. The trees, to be cut from logged-off lands, will be graded and branded. J. William Sheets, Seattle agency, is in charge of advertising.



Cowbells . . .

WLS has been called "The Cowbell Station." Important when you understand what it means.

The cowbell is a symbol of the prosperous farm home. In pioneer days, if you traveled trails across the prairies or through the woods, the sound of a cowbell meant that close at hand was a family, a fireside, and a friendly greeting.

At WLS we have probably the outstanding collection of cowbells in the world—bells that traveled in covered wagons of the pioneers from the East into the far West—bells that tinkled around log cabins in little clearings, three-quarters of a century ago—big, beautiful brass bells brought from the mountains of Switzerland—the little bell picked up by a farmer boy soldier in the heat of battle at Gettysburg—little old rusty bells that tell a story of agricultural empire building.

WLS advertising programs bring results because they are built by people who understand *folks*. They reach an audience that has learned to depend on this station for programs that are sincere. It may be that your product needs the careful study and interpretation that our program department has given so successfully to others.



To us and to our listeners these cowbells have a significance as deep as the chimes of Westminster Abbey.

WLS

The Prairie Farmer Station

50,000 watts

870 kilocycles

BURRIDGE D. BUTLER, President

GLENN SNYDER, Commercial Manager

Main Studio and Offices: 1230 West Washington Boulevard, Chicago

Go to Omaha for Business

It's there!

Sure, you have to go after it ... same as the Omaha merchants do! They are getting theirs by advertising more heavily than ever.

In July and in June, this year, they bought more retail advertising in the World-Herald than the World-Herald or any other Omaha newspaper ever printed in any previous July and June ... 72,240 more lines during July than they used in the World-Herald the same month last year ... more, too, in June than in June, 1930. Yet the Bee-News lost only 1,414 lines in July, 13,132 lines in June.

Those Omaha go-getters have kept it up, too, all year ... so they must be getting business! During the first seven months this year the World-Herald printed 5 per cent more local advertising than in the same period in 1930; the Bee-News almost broke even.

Yes, there's business in Omaha for those who step out for it ... and use the right newspaper set-up. Omaha merchants are putting about 65 per cent of their advertising in the World-Herald.

OMAHA WORLD - HERALD

National Representatives

O'MARA & ORMSBEE, Inc.

New York's Wholesale Sales in 1929 Were Nearly 16 Billion

WASHINGTON, D. C.—Of the nearly seventy billion dollars of wholesale sales throughout the country in 1929 New York City's share was \$15,596,537,067, transacted by 19,316 establishments, according to a preliminary report of the Census of Distribution just released. Of these 19,316 establishments, 14,491 were wholesalers proper doing \$7,941,876,890 worth of business, while the remainder were manufacturers' sales branches, bulk-tank petroleum stations, brokers, selling agents, etc.

The dry goods and apparel group accounted for the largest part of this wholesale business, amounting to 24.49 per cent of the total. This was followed in order by the food products group; metals and minerals (except iron and steel scrap and other waste materials); farm products (nonedible); chemicals, drugs and allied products; machinery equipment and supplies (except electrical); general merchandise; electrical goods; tobacco and house furnishings. These ten groups represent 84.2 per cent of the entire volume covered in the report.

The largest sales per establishment were reported by general sales offices, with an average of \$18,262,219. District sales offices ranked second with \$6,468,546 per establishment.

For every \$100 of net sales \$3.80 was paid out in salaries and wages when all types of wholesale distributors are considered together. For wholesalers proper, however, the percentage of net sales paid in salaries and wages was 4.8, ranging from 1.5 per cent for export merchants to as high as 8.3 per cent for mail-order wholesalers.

Canadian Magazine Tariff Effective September 1

OTTAWA, CAN.—The report disseminated last week that the Canadian tariff on magazines will be dropped was a false alarm. A conference between George Lukas, of the National Publishers Association, and Prime Minister Bennett of Canada on August 13 revealed the fact that modification is the best that can be hoped for. Subscription orders taken prior to June 1, 1931, will be immune to duty until March 31, 1932. On subscription orders taken after June 1, duty goes into effect on September 1 next.

Ten Years Ago This Month

August, 1921, marked the definite end of the 1920-1921 depression, but who would have guessed it from reading the newspaper headlines of the period?

"French Deficit Three Billion Francs,—Struggling to Make Ends Meet." "Steel Cuts Prices \$3 to \$10 a Ton Below July Levels." "July Iron Output Smallest Since 1903, About 20 Per Cent of Capacity." "German Government Proposes 30 Per Cent Tax on Corporate Income." "General Economic Crisis Exists in Central Europe." "Break in Market Creates Frenzy in Europe." "Steel Corporation Makes Further Wage Reductions." "Vanderlip Says Task of Bringing Order Out of European Chaos Is Virtually Impossible."

Pepperell to Launch Biggest Campaign

BOSTON—The most aggressive advertising campaign in its history is being launched early next month by the Pepperell Manufacturing Company, according to Allyn B. McIntire, vice-president in charge of advertising and sales promotion. Pepperell has recently adopted a house mark which will appear on every item of their whole line, consisting of products which may be sold in as many as fifteen different departments. The label takes the form of a modernized version of the Chinese dragon motif, and its repetition on all their goods is calculated to establish the Pepperell identity indelibly in the minds of consumer and retailer.

Mr. McIntire believes in consumer education reinforced by dealer cooperation, and his object in instituting this campaign of aggression at this time is to make capital out of the tendency of other manufacturers in its own and allied fields to lop off their advertising appropriations.

Campaign on New Fire Fighter

SEATTLE—A national sales and advertising campaign is being launched by the Pacific Marine Supply Company, of Seattle, for its recently developed Pacific Pumper, a new type four-cycle engine of hundred-gallon capacity for fighting forest and other fires. Newton Drew, manager of that department of the marine supply company, expects to distribute the new pump to fire-fighting bodies, fire departments, lumber and logging camps, large lumber concerns and forest rangers.

Account Changes

RAYBESTOS DIVISION OF RAYBESTOS-MANHATTAN, INC., Bridgeport, Raybestos brake lining, clutch facings and brakes, to Louis C. Pedlar Corporation, New York.

J. A. TUMBLER LABORATORIES, Baltimore, to Aitken-Kynett Company, Philadelphia. Effective September 1.

VON PLATEN-FOX COMPANY, Iron Mountain, Michigan, "Dream Playhouses," tourists' cabins and other lumber specialties, to Freeze-Vogel-Crawford, Inc., Green Bay, Wisconsin. Magazines and newspapers.

PETROLEUM DERIVATIVES COMPANY, Montclair, New Jersey, Vapon Liquid Cleanser and Vapon Facial Milk, to Redfield-Coupe, Inc., New York.

MAJESTIC CHEMICAL COMPANY, Los Angeles, janitors' supplies and insecticides, to Advertisers Company there.

POCKET TOWLINE CORPORATION, Rochester, Pennsylvania, to Archer Advertising Company, Chicago. Newspapers and magazines.

HANNUM MANUFACTURING COMPANY, Milwaukee, automotive steering gears, to Freeze-Vogel-Crawford, Inc., there.

BRISTOL NURSERIES, INC., Bristol, Connecticut, ornamental nursery stock, to Morris & Jones, Inc., New York.

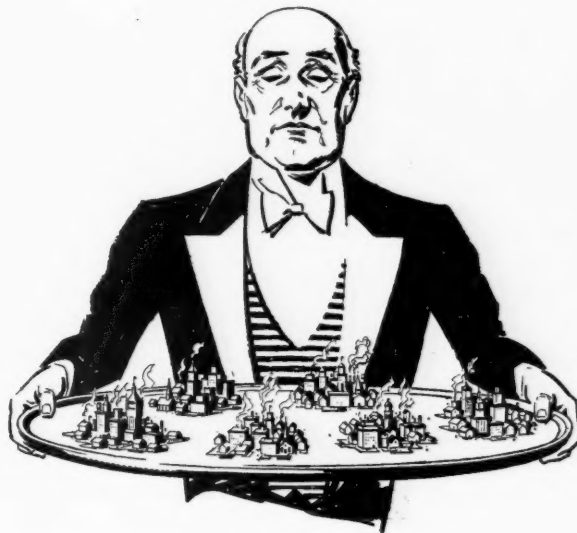
ARLINGTON TIME LABORATORIES, Chicago, electric clocks, and COLD SNAP, INC., New York, frozen confectionery machinery, to Homer McKee Company, Chicago.

OHIO MILLERS MUTUAL INSURANCE COMPANY and OHIO UNDERWRITERS MUTUAL FIRE INSURANCE COMPANY, Van Wert, Ohio, to the Sun Advertising Company, Toledo. Trade papers, newspapers, general magazines, outdoor advertising and direct mail.

Abbott Succeeds Johnson at Hudson Motor

DETROIT—Courtney Johnson, for seven years with the Hudson Motor Car Company here, for the last three years as general sales manager, has resigned his position, it was announced last week.

Chester G. Abbott, formerly director of merchandising and now general sales manager, has announced the appointment of William A. James, assistant sales manager, to take charge of advertising and sales promotion division now being formed under his direction. Mr. James has been with the company for twelve years in various advertising and sales capacities.



Take a town, for instance

Any town!

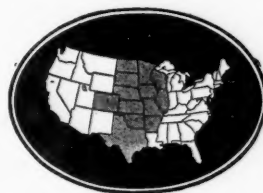
All rural towns are alike in the midwest in this respect—they support a lot of dealers who cater to a lot of farm folk who have a lot of money to spend.

Thirty-three million people here live mostly in rural communities. Small towns . . . but they represent a big retail sales outlet. From 50% to 90% of midwestern jobbers' wholesale sales are to rural dealers.

Farm incomes on the average have been steady. Farmers buy more goods, more often and without the eagle eye for price which attracts buyers in highly competitive urban areas.

More attention to the development of this market . . . and less to foreign fields will yield a high dividend of increased sales.

In the business of getting business here, Capper's Farmer is indispensable. A household standby in one out of three midwestern farm homes, it stands by the advertisers who consider reader-influence and reader-interest a sales stimulant. Investigate!



Capper's Farmer

Published at Topeka, Kansas, by Arthur Capper

Circulation 975,000, concentrated largely within these thirteen midwestern states

Editorials

SMALL BUSINESS THINKING FOR ITSELF: The management problems of small industries are being studied this week at a conference of small producers up at Lake George, New York, where cool breezes should be conducive to useful deliberation. If the good wishes of many business men are equally inspiring, the meeting should not prove sterile. But whether the immediate results are valuable or valueless, it is significant and encouraging to know that small business is inclined to compare notes and do some thinking on its own account. For nothing is truer than the statement of the conference committee that industrial problems are nearly always discussed from the angle of the large plant although more than half the country's production is from small plants—193,562 which normally employ 500 or less and only 2,747 that employ more than 500 workers. . . . As a consequence, while conclusions arrived at as to fundamentals may be applicable to all, the difficulties besetting establishments of moderate size receive little attention. Big business, for example, may be profoundly interested in determining whether trade associations should set up a permanent council to stabilize employment and business, with or without government cooperation—the question now going out to them from the Chamber of Commerce of the United States. But little business—though not unmindful of the larger aspects of business matters—is more taken up with its own definite concerns. The larger generalizations have their place; they should be of the utmost importance. It is only too true, however, that pronouncements of this character are usually barren of gatherable fruit. The mere fact that small business men are getting together to consider what is best for themselves is of hopeful augury, even if it betokens at the start no more than aroused consciousness of independence.

ONE INDUSTRY'S BRILLIANT OUTLOOK: From the Department of Commerce comes the interesting information that far-sighted automotive engineers are giving attention to changes in design of cars that will increase normal road speed from forty-five to seventy-five miles an hour. This does not mean indifference to accidents resulting from too rapid driving where the conditions call for slow motion. What is in mind is the provision that is being made for fast road travel with a minimum of risk. With the superhighways now projected or under construction, the marginal roads being built around cities, and the trend to wider and straighter routes, we shall soon find that acceleration of movement is safe as well as desirable. To the automobile industry this prospect holds out the promise of replacements at a rate which will

assure prosperity to car builders. . . . That the idea is not confined to speed enthusiasts in this country is indicated by the fact that in Italy a movement is well under way to establish trunk line automobile roads linking the principal cities of that country. There the plan is to build and maintain such thoroughfares for exclusive use of automotive vehicles. The work is to be done by private enterprise, assisted by government subsidy, the roads to revert to the state after fifty years. On these roads cars can be driven at top speed without thought of crossroads or slow traffic by day or night. . . . It is developments like this that encourage the belief that the automobile industry has still much of novelty in prospect. Once it has roads of its own we may expect of it greater achievements than ever. To the railroad companies this prospect is rather bleak, pointing as it does to more and more diversion of their traffic, both passenger and freight. In the long run, however, progress is not detrimental even to those whom it temporarily injures. The more automobiles there are to make, the more steel and other material the railroads will have to haul.

GETTING ATTENTION BY DIN: Of ingenious methods to gain the public ear or eye for merchandise or the laudation of merchandise there seems to be no end. But even zealots who believe that the chief end of the human race is to register the effects of advertising must have been startled into doubt by the recent invasion of city streets by truck-drawn loud speakers bawling sales messages. If audibility is a virtue, no one will grudge the claim that these stentorian voices possess it in ample measure; the raucous noise of them can be heard above the din and clatter of our loudest thoroughfares. If to be bizarre is to be effective in the struggle for notice, some meed of praise must be granted to the authors of this latest device for snatching a place in the field of compulsory observation. It is possible even to admit that in the category of nuisance values contraptions of this sort deserve recognition. . . . We are very sure, however, that, wherever advertising is taken seriously as an instrument useful to trade and industry because it is useful to consumers of goods, this up-to-date revival of the town crier as a means of stimulating business will find little favor. A good many people resent the intrusion of advertising among programs of entertainment or instruction which are broadcast for all who care to listen to them. But what the critics do not like they can turn off. From those who shout their wares from planes there is no escape save by flight. To advertising they bring only discredit as disturbers of the public peace.



We Want You to Know That—

The surest way to get the best results from Outdoor Advertising is to have it handled by Specialists who do nothing else.

We have proved this statement by 25 years of exclusive specialization in the Outdoor field, resulting in many outstanding successes.

We deal direct with National and Sectional advertisers and some 1200 owners of Outdoor Advertising structures in over 17,000 cities and towns in the United States and Canada.

Ours was the first national organization to associate Outdoor Advertising with our corporate name. This was done to identify us as an Agency specializing exclusively in Outdoor Advertising.

We are known to the trade as the "O DOUBLE A" group of Outdoor Advertising Specialists.

We Are Not a General Advertising Agency. We could not be Specialists in one branch of advertising if we tried to blanket all branches of it.

We handle the Outdoor Advertising accounts of several of the outstanding business leaders of the country who want our services because they are exclusively centered on this one branch of advertising.

THEY KNOW WHAT WE WANT YOU TO KNOW—

that specialization is absolutely necessary if advertisers are to get the most out of their Outdoor Advertising expenditures.

Should you care to know who our clients are, we will gladly give you their names. They say they will be pleased to tell anyone what they think of us.

OUTDOOR ADVERTISING AGENCY OF AMERICA

INCORPORATED

Outdoor Advertising Only

NEW YORK
Graybar Bldg.

PITTSBURGH
Bessemer Bldg.

CHICAGO
6 N. Michigan Ave.

Government in Business

BY JAMES TRUE

Director, Washington Bureau

WASHINGTON, D. C., August 12.—Forecasts during the dog days are undoubtedly affected by the heat, humidity and a natural inclination to overlook everything but the obvious; but the prospects of better business this fall are good for those companies which have laid their plans according to conditions. Latest indications are that improved business for fall will be an individual rather than a general prospect. Several investigations made this summer strongly indicate that more profitable business will go to those manufacturers who express new and useful ideas in their products and develop elements in their goods and merchandising that will aid the retailer. Plans for fall selling should consider the retailer as the most important factor of distribution. Low prices have been emphasized far beyond their merit as trade getters in many industries. Low prices have had, in numerous lines, a depressing effect on quality. The public is now mainly interested in price as it influences value. Although manufacturers in certain lines are still forcing their goods through their channels to the public at money-losing prices, the indications are that better designing and improved methods of merchandising will sell more goods, and sell them profitably. When the real selling factors are realized, there will be less price-cutting, more advertising, and more intelligent merchandising. New economic ideas in distribution are at a premium.

Factors of Improvement employed by a successful manufacturer whose profits and volume are ahead of last year, and who is in a highly competitive industry, are as follows: Redesigning of important products, with lower-priced specialties on which profit margins are preserved, elimination of unprofitable accounts, rearrangement of territories in which salesmen are instructed as to the number of times per year they shall call on each account, increased advertising, increased and better cooperation with both wholesalers and retailers to aid them in selling, informing wholesalers as to business conditions, educating salesmen on various subjects in which wholesalers are interested and enforcement of an invariable and equitable price policy.

Air-Conditioning for Comfort is beginning a development which some government officials hope may soon reach a point of stimulating many lines of industry. General Motors has been investigating the field for several years and is expected soon to announce some amazing developments. A prominent engineering corporation in the field recently equipped two large office buildings with air cooling devices. By next spring there will be a very much larger demand for air cooling plants for hotels, office buildings, public buildings and the like. A conservative estimate is that there is a potential demand for at least 3,000,000 small air-cooling units for single rooms and offices when they can be manufactured at a reasonable price. While there are few data available, the possibilities of the industry are encouraging, and the hope is

undoubtedly justified that air-cooling devices will be an important contribution to the taking up of slack, increasing employment and stimulating general business within the next twelve months.

Reorganization of the Patent Office is in prospect, and the subject will have the attention of Congress during the early part of the next session. Senator King says that he will reintroduce his resolution for a thorough investigation of the Patent Office administration. A group of prominent patent attorneys have repeatedly complained of the inefficiency of the present management. The percentage of patents refused has greatly increased, as have appeals to the courts, while the number of cases handled by examiners has decreased, and the Patent Office for the first time in its history has been operated at a heavy loss. Senator King's resolution will have much better support this year, and there is little doubt that there will be a change in the Patent Office administration.

Cheap Cigarettes, represented by two brands in Washington selling at ten cents for a package of twenty, are gaining rapid headway here. If this distribution is general throughout the country it means a blow to national advertising if the misinformation on which the goods are sold is not corrected. Both brands of cigarettes are sold on a definite plan which requires the clerk to explain that while their quality is as good as cigarettes selling at fifteen cents, the price is made possible for the reason that they are not advertised. Strangely, this argument is going over. Several chain stores have reported that their sales on the two brands are excellent and growing every day. One chain has cut the price to ninety-five cents per carton of ten packages, and it may be that the prevailing tendency to cut prices will drive these brands from the market; but if the price can be maintained, and if the fallacy as to advertising it is not corrected, there is no doubt that the brands will injure the legitimate cigarette industry.

Methods of Merchandising are occupying the thought of various government organizations to an increasing and surprising extent. The Farm Board, for instance, has come to the realization that sound merchandising has an important place in all of its stabilization work. It is striving through cooperative associations to make the farmer conscious of marketing rather than of producing. This, it finds, is necessary to encourage an adjustment of production to demand. Therefore, with live stock, fruits and vegetables and other products, it is introducing better methods of merchandising to cooperatives.

The Department of Agriculture for several years has been endeavoring to introduce better merchandising methods, and it is now devoting more time than ever to this end. The Department of Commerce has set up several divisions which are devoted exclusively to the introduction of better marketing methods. Even the Federal Trade Commission is striving to improve methods of merchandising by the elimination of unsound and false practices.

Media

Life is another magazine about to give the advertisers a break in the way of rates. On September 1 they drop 40 per cent.

From the New Orleans *Times-Picayune* we receive two announcements: One is that in cooperation with the Gravure Service Corporation, which is taking steps to standardize the depth of rotogravure sections, the *Times-Picayune's* rotogravure section has changed its column depth from 280 lines to 287 lines, and its page size from 1,960 lines to 2,009 lines. This uniformity of page sizes will make it easier for the advertiser to prepare his plates for national campaigning.

The *Times-Picayune* is further perfecting its technical facilities by putting at the disposal of advertisers color advertising in daily editions—one primary color and black, with no slowing up of the presses.

Frank Knox, publisher of the Manchester, New Hampshire, *Union Leader*, and Theodore T. Ellis of Worcester, former publisher of the Worcester *Telegram Gazette*, purchased control of the Chicago *Daily News* this week. Mr. Knox is president and publisher; Mr. Ellis, vice-president and a member of the board of directors.

John M. Branham Company have been appointed by the *Tulsa World* as their western advertising representatives.

Fred Stone, until recently circulation manager of *Review of Reviews* and *Golden Book*, has taken over the circulation direction of *Parents' Magazine*, with the additional title of one of the vice-presidents of the company. Mr. Stone is the only circulation manager who is a member of the board of directors of the Audit Bureau of Circulations.

Here's something to ponder. You can take it or leave it. It comes from the pen of one Walter Winchell, of Broadway. "The principal reason why radio chains aren't going to retaliate against newspapers for eliminating advertising references is that eighteen National and nine Columbia stations are owned by newspapers; and more than sixty other stations not connected with chains are controlled by rags."

Cosmopolitan has caught us up on an error which crept into our August 1 column. We said that if you bought a four-color page in the September issue of *Cosmopolitan* you paid \$7,000 for it. We were wrong. M. G. Rollins, manager of advertising promotion, says:

"The four-color page rate is and has been for some time \$8,250, not \$7,000, as quoted in your columns. The new color service is sold at \$5,900 a page, which is \$1,100 more than straight black and white, or \$400 more than our old rate for one color and black. The confusion, I believe, started in somebody mistaking the saving of \$1,100."

Be it known that the erstwhile Chicago *Evening American* no longer exists. Henceforth that paper will be called simply the Chicago *American*, with no time limitations.

W. E. Boberg of *The Farmer* tells us that farm sales on specialty products in southwest Minnesota indicate buying activity beyond staples.

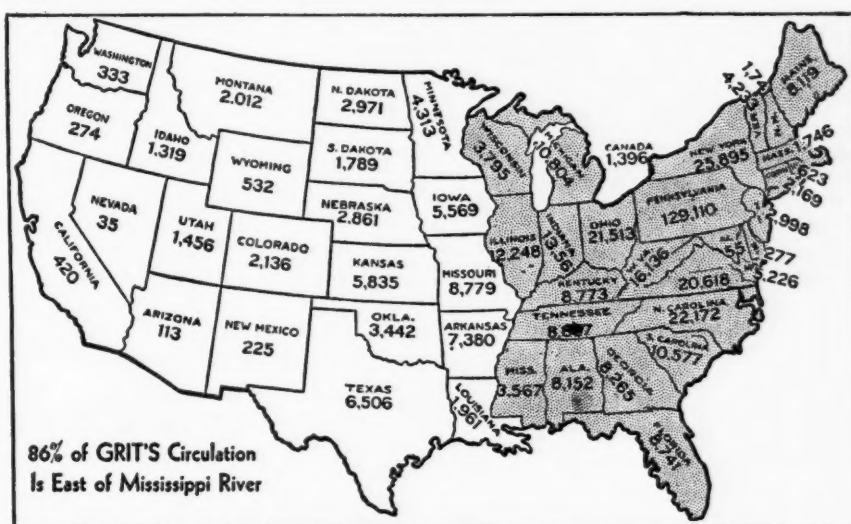
Suppose you're a manufacturer of wearing apparel or textiles. Or even suppose that you're a manufacturer of any style product which might be subject to the same merchandising influences. Which factor do you consider of major importance to the movement of your merchandise—manufacturer's mark or retailer's recommendation? To put it differently, where would you put more pressure to bear—on the consumer direct through trade-mark education, or on the retailer to pass on by word-of-mouth? Or both?

Whether you've a definite stand on this question or not, the situation in the apparel and textile fields as drawn up by the

Fairchild Publications in a brochure called "The Mightiest Move of Merchandise" puts the contemporary selling process in a new light. You may agree with Messrs. Fairchild in their picture of trends. There's a big chance that you'll disagree.

We quote: "The whole selling process simmers down, fundamentally, to the twin problems of interpreting the public and selling the retailer." Whether it yields controversy or information, it's a wow of a presentation.

On September 15 all types of retail food product outlets in the northwest will receive the first issue of a new monthly magazine called *Consumer Demand*, devoted to nationally advertised food products. Johnson Stewart, advertising agent and market analyst of Seattle, is launching the new project.



It Is Easy to Reach the Small Town Market

COMPLAINTS have come to us . . . "the Small Town Market is hard to reach" . . . "too scattered for our distributors to contact," etc.

Such complaints lack foundation on facts. The shaded area on the map shown above contains 72% of the nation's big cities, admittedly easy to reach. What some merchandising men don't seem to know is that this area also contains 63% of the total number of small towns in the entire United States.

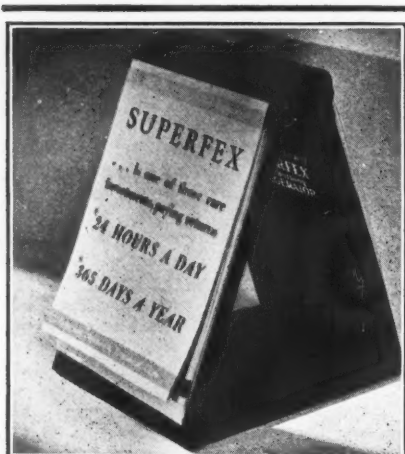
Factual proof of the statements made above is contained in "A Merchandising Study of the Small Town Market." Send for a copy.



Read Every Week by Over 423,000 Families in 14,000 Small Towns
Member A. B. C. Williamsport, Pa.

In other words, if you are now selling in Boston, Baltimore, Detroit, New York, Cleveland, Chicago and 66 other cities of the famed "100,000 Group," you need no additional sales organization to reach the small towns in the same territory.

One thing you do need: the solid support of GRIT. Anticipating your requirements, 86% of GRIT's total circulation is also concentrated in this area. That's why we say it is easy to reach the Small Town Market.



Visual Display Sells It Today!

MAKES your story easy to comprehend—and by a larger audience; promotes concentration; adds realism to illustrations; helps salesmen to make more calls per day. Visual Display Binders in standard sizes, ready to ship. Write for information.

The Burkhardt Company
545 W. Larned Detroit, Mich.
Originators of Visual Selling Binders

AN EVENING NEWSPAPER THAT GOES INTO THE HOME WITHOUT A CRUTCH

Merit only takes The Biloxi-Gulfport Daily Herald into nearly all the homes in Biloxi and Gulfport—two principal cities of Mississippi—and suburbs; four automobile and 60-bicycle delivery.

No premiums, automobile contests, insurance policies or colored comic supplements are used as lures to secure subscribers for the Herald. It enters Mississippi Coast homes without a crutch. It stands on its own merits.

It is an evening newspaper that is purchased for its news and its editorials and its advertisements. Wouldn't you give preference to such a newspaper to carry your advertising or that of your clients?

THE DAILY HERALD

HERALD BUILDING
BILOXI, MISS.

HERALD BUILDING
GULFPORT, MISS.

Survey of Surveys

(Continued from page 226)

On the next two pages are given a similar comparison of the Columbia system with the "Blue" (N.B.C.) network and a final page in this section shows a direct comparison of the expressed preferences in those cities in which two or more networks operate stations in direct competition.

Section III clears this point up a little, however. It points out that the responses to Question 1 constitute a purely "qualitative" comparison, on terms of "listener sentiment," whereas a combination of the responses of Questions 1 and 2 gives the actual number of habitual listeners—"quantitatively," or in terms of "size of audience." Here, then, we have a real picture of the percentage of habitual listeners.

In New York City the listener percentage is as follows: Blue network 90.8 per cent of the total responders; Columbia 86.7; Red network, 85.0; WOR, 82.2; WMCA, 31.2; WLWL, 2.9; WNYC, 2.7; WBBC, 2.5; WGBS, 2.5. In Chicago Columbia comes first, with 74.2 per cent, followed by the Red network station with 69.5, and the Blue station with 66.4. No other station in Chicago showed an outstanding percentage of listeners. And so it goes, station for station, with Columbia appearing in first or second rank in sixty-five out of sixty-nine of the stations. In the ten largest cities Columbia's average was 83.3 per cent vs. the Blue network's 81.7 per cent and the Red network's 77.1 per cent. In the twenty-one basic Columbia system cities Columbia shows 83.3 per cent; Blue shows 77.1, while Red shows 77.3 per cent. In the sixty-nine cities on the entire C.B.S. network Columbia shows 81 per cent; the Blue network 80 and the Red network 77.7.

Section IV crows justifiably over WABC winning the huge New York City market's expression of preference and shows twelve other places where the announcement "This is the Columbia Broadcasting System" is heard 15 per cent to 50 per cent oftener than last year.

All these data were as of the cities in which the broadcasting actually occurs. The book then goes into similar expressed preferences in the various outlying cities and towns to which postcards were sent, follows up with a total summary and ends with (Section V) a brief discussion of methodology.

As stated at the start, this is a magnificent study, born with the gold spoon of authenticity in its mouth. Anyone who can wangle a copy from the Columbia Broadcasting System, 485 Madison Avenue, New York City, should certainly do so.

I. G. A. Extends Activities; Appoints New Ohio Jobber

CHICAGO—An Independent Grocers' Alliance jobbing franchise has been granted the W. A. Weaver Company at East Liverpool, Ohio, according to an announcement made by headquarters of the I. G. A. this week. The new I. G. A. supply depot will service retail members located in eastern Ohio, western Pennsylvania and in the northwest corner of Virginia. Fifty merchants in this area have already signed agreements to operate their stores as members of the alliance.

Gossip

... OTTIS LUCAS, for the last three years in various sales promotional activities with Studebaker Corporation, South Bend, Indiana, has been appointed advertising manager, succeeding M. F. Rigby, who died last May.

... P. C. GARTLEY, for a number of years general sales manager of Willys-Overland, Inc., has resigned to establish his own company as distributor of Willys and Willys-Knight motor cars and trucks for the Chicago area, L. A. Miller, president of Willys-Overland, announced last week. Mr. Gartley will be president of the new group, P. C. Gartley, Inc., with offices at 19 West Twenty-sixth Street, there; DOUGLAS M. HERRICK, who resigns as manager of distribution of Willys-Overland, vice-president and secretary; and GEORGE M. ADAMS, for seventeen years associated with the sale of Willys-Overland products in Chicago, treasurer.

... W. NEAL GALLAGHER, formerly vice-president and general manager, has been elected president of Automatic Washer Company, to succeed H. L. Ogg, who resigned as the result of ill health. Mr. Ogg will continue as a director.

... T. R. LANGAN, with the Westinghouse Electric & Manufacturing Company for twenty years, more recently as assistant northeastern district manager, has been appointed district manager, with headquarters in New York.

... E. F. BRAZEAU, for the last three years with the National Broadcasting Company and previously with American Lithographic Company, has joined Kenyon & Eckhardt, Inc., New York agency, as manager of the radio department.

... W. S. VAN SICKEL, with the Byllesby Engineering Management Corporation, Chicago, since 1906, and until recently assistant general manager in charge of operation of Fort Smith Traction Company and Mississippi Valley Power Company, subsidiaries, has been elected vice-president and general manager of the latter and president of the former, succeeding ROBERT C. COFFY, who has been appointed manager of the eastern division of Oklahoma Gas & Electric Company, with headquarters at Muskogee.

... ANDREW J. BALE, formerly manager of Pacific Coast Biscuit Company plants in Portland, Oregon, Seattle and Los Angeles, has been named Pacific Coast manager for Loose-Wiles Biscuit Company, with offices at San Francisco.

... A. J. FEHRENBACH has relinquished the vice-presidency of Advertising Publications, Inc., Chicago, and his post as eastern manager of *Advertising Age*, to return to Wisconsin, where on September 1 he will take charge of a group of weekly newspapers. Mr. Fehrenbach was for several years eastern manager of *Class and Industrial Marketing*.

... JOHN E. FONTAINE, who had been with the Thompson-Koch Company, Cincinnati agency, will succeed HARRY L. HARDING as advertising and sales promotion manager of United Drug Company.

Johns-Manville's Closer for the Buyer Who Wants Facts

(Continued from page 237)

appeal. Because they are so simply worded, they also permit discussion (both on the part of the buyer and of the salesman) of a technical subject in mutually understandable terms which might otherwise be impossible.

Encouraged by the reception accorded their efforts, Johns-Manville then carried the idea one step farther. They made a performance study of the business of a Johns-Manville building material distributor (The Gordon Lumber Company of Oak Harbor, Ohio) which shows how its sales have progressed since it took on the Johns-Manville line. Since this report retained the dignity of presentation and method of authentication of the technical performance reports, it is equally convincing. Page 1 of this report shows pictures of the officers of the company in question. Page 2 is a description of the firm, the product it handles, etc. Page 3 shows the profits gained by taking on the Johns-Manville line of asbestos shingles. Page 4 cites some sales-increasing plans or projects which are employed by this enterprising firm. Page 5 gives detailed reasons for their decision to take on the complete line. Page 6 is a chart showing how the annual sales and gross profits of J-M products have increased in the past six or seven years, while page 7 shows actual sales control and procedure forms.

A partial list of the J-M performance reports is given herewith to illustrate the broad scale of the application of the use of this sales tool by this keen, far-sighted company.

"J-M Insulation on Open Hearth Furnace Regenerators" as used by Lukens Steel Company, Coatesville, Pennsylvania.

"J-M Acoustical Treatment" as used by The Western Union Telegraph Company.

"J-M Insulations on Steel Mill Soaking Pit Furnaces" as used by The Timken Roller Bearing Company, Canton, Ohio.

"J-M Rock Cork Insulation in a Packing Plant" as used by Swift & Company, Chicago.

"J-M Superex in Rotary Cement Kilns" as used by Pennsylvania-Dixie Cement Corporation, Clinchfield, Georgia.

"J-M Insulations in a Modern Power Plant" as used by Duke Power Company, Charlotte, North Carolina.

"Corrugated Transite for Buildings" as used by The Minnesota By-Product Coke Company, St. Paul, Minnesota.

"J-M Celite No. 10" as used by Marshall Field Garden Apartments, Chicago.

"Transite for Bleaching Tank Linings" as used by The Standard Silk Dyeing Company, Paterson, New Jersey.

"J-M Home Insulation" in the home of E. S. Richardson, Oak Park, Illinois.

"J-M Asphalt Bridge Plank" as used by The City of Dayton, Dayton, Ohio.

"A Successful J-M Building Materials Distributor," The Gordon Lumber Company, Oak Harbor, Ohio.

"Corrugated Transite for Buildings" as used by Detroit Rock Salt Company.

"Celite for Concrete" as used by The Vang Construction Company, Pittsburgh.

"Hyflo Super-Cel in the Filtering of Varnish" as used by John W. Masury & Son, Inc., Brooklyn.

"J-M Friction Blocks on an Excavator" as used by Lehigh Navigation Coal Company, Lansford, Pennsylvania.

"J-M 85 Per Cent Magnesia Insulation on Sand-Lime Brick Curing Cylinders" as used by Paramount Brick Works, Inc., Brooklyn.

"Sil-O-Cel Insulation on Ceramic Kilns" as used by Fords Porcelain Works, Inc., Perth Amboy, New Jersey.

"J-M Insulations on Malleable Iron Annealing Furnaces" as used by Sacks-Barlow Foundries, Inc., Newark, New Jersey.

"Superex Insulation on Glass Tank Regenerators" as used by W. T. Rawleigh Company, Freeport, Illinois.

"Superex and Sil-O-Cel C-3 Concrete on Malleable Annealing Ovens" as used by Chicago Malleable Castings Company, West Pullman, Illinois.

"J-M Insulation on Tanks" as used by National Lumber & Creosoting Company, Finney, Ohio.

"J-M Packings for Pumps, Pipes, Flanges and Cooking Kettles" as used by R. U. Delapenha & Company, Inc., Poughkeepsie, New York.

"J-M Refractor Cements for Boiler Settings" as used by De Laval Separator Company, Poughkeepsie, New York.

"J-M Acoustical Treatment" as used by The First Citizens Trust Company, Columbus, Ohio.

"J-M Home Insulation" as used by The Riverview Manor apartments, Harrisburg, Pennsylvania.

"A Successful J-M Wainscoting Distributor," Blue Seal Asbestos Corporation, Brooklyn.

"J-M Acoustical Treatment" as used by First Presbyterian Church, Chattanooga, Tennessee; Hamilton College, Clinton, New York; Bethesda Hospital, Cincinnati, Ohio; Fulton County Court House, Atlanta, Georgia.

"J-M Asbestos Ebony" as used by The Automatic Reclosing Circuit Breaker Company, Columbus, Ohio.

"J-M Superex on Brick Kilns," as used by Hazelton Brick Company, Hazelton, Pennsylvania.

"J-M System of Underground Insulation" as used by New Jersey State Hospital, Trenton.

"J-M Insulation on Galvanizing Furnaces" as used by Delta-Star Electric Company, Chicago.

"J-M Refractory Cements in Detroit Electric Furnaces" as used by McGill Metal Company, Valparaiso, Indiana.

"J-M Asbestos-Metallic Friction Blocks" as used by T. B. Wood's Sons Company, Chambersburg, Pennsylvania; Mountain City Mills, Frederick, Maryland.

"J-M Hyflo Super-Cel in Filtering Soya Bean Oil" as used by The Early & Daniel Company, Cincinnati, Ohio.

This free CREDIT COIN



*cashes checks and
establishes your
identity at once*

You can avoid bothersome, embarrassing delays in getting checks cashed in the 24 big cities listed below. The United Hotel Credit Coin also saves valuable time in checking out. Unexpected demands for money can be met at once. With only your registered number on the coin, no one else can use it. Take advantage of this convenience. Send for your free coin right now—using the coupon below.

One of the extra services of these 25

UNITED HOTELS

NEW YORK CITY's only United . . . The Roosevelt
PHILADELPHIA, PA. The Benjamin Franklin
SEATTLE, WASH. The Olympic
WORCESTER, MASS. The Bancroft
NEWARK, N. J. The Robert Treat
PATERNON, N. J. The Alexander Hamilton
TRENTON, N. J. The Stacy-Trent
HARRISBURG, PA. The Penn-Harris
ALBANY, N. Y. The Ten Eyck
SYRACUSE, N. Y. The Onondaga
ROCHESTER, N. Y. The Seneca
NIAGARA FALLS, N. Y. The Niagara
ERIE, PA. The Lawrence
AKRON, OHIO The Portage
FLINT, MICH. The Durant
KANSAS CITY, MO. The President
TUCSON, ARIZ. El Conquistador
SAN FRANCISCO, CAL. The St. Francis
SHREVEPORT, LA. The Washington-Youree
NEW ORLEANS, LA. The Roosevelt
NEW ORLEANS, LA. The Bienville
TORONTO, ONT. The King Edward
NIAGARA FALLS, ONT. The Clifton
WINDSOR, ONT. The Prince Edward
KINGSTON, JAMAICA, B.W.I. . . . The Constant Spring

WORTH CLIPPING TODAY

UNITED HOTELS COMPANY

1418 United Building, Niagara Falls, N. Y.

Kindly send me complete details
and a blank for your Credit Coin.

Name _____

Address _____

A Retailer Talks about Bribery

(Continued from page 248)

tember commercial bribery became, in the State of New York, a crime punishable by \$500 fine, a year's imprisonment or both), but also from a personal standpoint in the moral effect such dealings might have on young men in the buying end who were trying to be honest. In these flagrant cases I frequently call in the manufacturer in question for a talk, and he usually goes out a thoroughly frightened man who has a new appreciation of the pernicious effects his bribery activities have on business in general and on individual buyers in particular.

"I once risked a loss of many thousands of dollars by terminating our contract with a fur buyer whom I discovered to be 'splitting' with manufacturers who were supplying him. This man had been in the fur field

for years, and I had given him full authority for all dealings in his department. Under him the department grew most profitable, and was doing an increasingly bigger business. From a cold business standpoint I might have waited until I could find another man to take his place, and until a complete checkup had been made on outstanding merchandise, etc., but I wasn't satisfied to keep this buyer in my store even a few days after I had discovered what was going on. I laid all the facts before him, and released him. (Incidentally, it is relatively easy to uncover these deals, even when they have been arranged with the greatest of secrecy between manufacturer and buyer.)"

Mr. Klein has sent frequent statements of his policy to all manufacturers who supply him with goods. At Christmas time he has, on several different occasions, mailed a pamphlet entitled "A Warning to Santa Claus." It reads, in part:

"We know it is a general practice for manufacturers to give presents to buyers at Christmas time, and at other times as well.

"Our buyers are forbidden to accept presents from manufacturers at Christmas or any other time. We ask you not to give or offer our buyers or other employees gifts of money, or merchandise, 'loans,' or presents of any kind, directly or indirectly. "We would appreciate your reporting to us any of our buyers who accept, or ask for such presents.

"The manufacturer who gives such presents not only jeopardizes his own standing with us, but will cause that buyer or employee to lose his position.

"We reward our deserving buyers and other employees ourselves, by distributing bonuses at Christmas time, and at other times as well."

So deeply does Mr. Klein feel about the importance of teaching manufacturers the folly of trying to do business on a bribery basis, and so intent is he on doing what he can to eliminate at least part of the wastes incident to the practice that he has declared his intention of prosecuting the next manufacturer who goes to flagrant lengths in efforts to bribe any of his buyers.

That many companies in the apparel industry appreciate the courageous stand taken by Mr. Klein is attested by letters commending his policy. Recently he mailed the following letter to his sources of supply:

"I am very proud of a number of comments which I have recently received from manufacturers, praising the outstanding honesty of my buyers.

"Above all else, I require and demand absolute and unquestioned honesty from my employees in my service, and I therefore invite your cooperation in keeping my buying staff an outstanding example of honest business practices.

"While it is very gratifying to hear complimentary things about my organization, I would be just as receptive to constructive criticism.

"You can help me maintain the high standard of honesty set for my buying organization by advising me of any lapse on the part of any of my buyers, their assistants or other employees.

"I assure you that I will be properly appreciative of any assistance you may render me in this connection."

MONTREAL—C. E. McTavish has been appointed assistant general sales manager of General Motors Products of Canada, to succeed Ross MacKinnon, who resigned after eleven years with the company. R. N. Granger succeeds Mr. McTavish as parts and service manager for all divisions throughout Canada.

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POSITION WANTED

AVAILABLE SOON, A SALES EXECUTIVE WITH broad financial experience. He has worked for investment bankers and manufacturers in reorganization of financially embarrassed companies. Has record of success. Experience embraces personal selling

to chain stores, mail-order houses, hardware and housefurnishing trade, extensive executive experience and taking complete charge of financial, manufacturing and sales work. Will consider short-time employment. Address Box 313, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

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IF YOU ARE OPEN TO OVERTURES FOR new connection and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service of recognized standing and reputation through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements, your identity covered and present position protected. Established twenty-one years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

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